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THE UNIVERSITY OF ALBERTA

A PERCEIVED NEEDS ASSESSMENT OF AMATEUR SPORT ADMINISTRATORS IN ALBERTA

by

© IAN ROY HASLAM

A THESIS
SUBMITTED TO THE FACULTY OF GRADUATE STUDIES AND RESEARCH
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE
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FALL, 1979

THE UNIVERSITY OF ALBERTA

FACULTY OF GRADUATE STUDIES AND RESEARCH

The undersigned certify that they have read, and recommend to the Faculty of Graduate Studies and Research for acceptance, a thesis entitled "A Perceived Needs Assessment of Amateur Sport Administrators in Alberta" submitted by Ian Roy Haslam in partial fulfilment of the requirements for the degree of Master of Arts.

....
Supervisor

Rikk Alderman

....

Date ...May...3rd...1979...

DEDICATION

This study is dedicated with fond affection to my wife Diane, and my son Stuart, whose love and inspiration makes everything in life so much more important.

Also to my mother and father for their continual support and encouragement.

ABSTRACT

The primary purpose of the study was to examine the perceived needs of volunteer executives of provincial sport associations in Alberta. Five sub-problems were developed that questioned the relationship between selected items of demographic information about the respondents and their scores on seven perceived needs.

The sample comprised of 130 volunteer executives from 59 provincial sport associations. Only the Presidents, Secretary/Treasurers and Technical Directors qualified for the sample as it was felt that these three positions represent three levels of management in provincial sport associations.

The data was collected by means of a two section instrument called "An Attitude Questionnaire for Volunteer Executives of Provincial Sport Associations" which was distributed and returned by mail. The first section of the questionnaire identified the respondents sex, extent of immediate family involvement in the sport, previous personal participation in the sport, age, position on the executive and sport association. Section two included 49 attitude question items that were measured by a Likert-type response scale. A varimax rotated factor matrix was employed to test the validity of the proposed groupings and five need variables emerged that provided the basis for the analysis of data.

Data analysis was achieved by using the Mann-Whitney U Test and the Kruskal- Wallis One Way Analysis of Variance by Ranks.

The means and standard deviations for each need in each sub-problem were calculated and compared.

The results of the study indicated that females were significantly different than males on the need Order which suggests that they might make aggressive and futuristic sport leaders and that they should be given every opportunity to run for office in a provincial sport association. Executives of provincial sport associations appear to have been actively engaged in the sport prior to them assuming their executive position. Those volunteers with immediate family involvement in the sport appear to need the affiliative opportunities afforded by the provincial sport association and scored generally higher on this need than volunteers with no immediate family involvement. Age differences were not associated with any significant differences on any of the five needs. It is interesting to note however, that the younger age group recorded the highest mean score on the need Dominance and the oldest age category recorded the highest mean score on the need Nurturance. Finally, position on the executive was independent of any significant differences on any of the five needs although the mean scores suggest that Presidents identify strongly with both social and egoistic needs. Secretary/Treasurers appear to have a social orientation toward their perceived needs on a provincial sport association and Technical Directors expressed a leaning toward the egoistic needs in the study.

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CHAPTER 1

THE PROBLEM

Introduction

Amateur sport in Canada has experienced unprecedented growth during the last decade. The changing philosophies of the federal and provincial governments to the role of sport and recreation in Canadian society has resulted in a marked increase in funding to support the evolution of many new sport agencies, programs, and events.

The coordination and implementation of many government funded sport programs usually rests with volunteers whose roles on provincial sport associations have become increasingly complex. Not only are volunteers required to assume more demanding levels of planning, budgeting and evaluation responsibilities but amateur sport is also expanding into new and sophisticated programming areas.

To fully appreciate the complex mosaic of responsibilities that face volunteer administrators on provincial sport associations, it is necessary to review the involvement of the federal and provincial governments in amateur sport.

A History of Federal Government Involvement in Sport

Prior to 1961, the federal government had little or no effect on the development of national sport and recreation for its own sake. The focus of the government until that point in time was on the promotion of physical fitness and any relationship this concept might have had to sport was secondary.

The Strathcona Trust Fund was implemented in 1909 and was the federal government's first involvement in a national program to promote physical fitness. It was designed to cultivate provincial support of physical education by encouraging and funding programs of military drill in the public school systems of the country. (Van Vliet, 1965:5)

The two world wars provided vivid evidence of the poor fitness levels of Canadians and prompted the government to introduce the National Physical Fitness Act on October 1, 1943, through the Department of Pensions and Health. (Van Vliet, 1965:9) On February 19, 1944, a National Council on Physical Fitness was appointed to oversee the implementation of the Act. From the beginning the Act and the Council faced a variety of problems and in 1954 the Act was repealed. (Van Vliet, 1965:286) There was no discussion in the house regarding the repeal and the Bill was rescinded without a single dissenting vote.

The Canadian Sports Advisory Council was formed in 1951 and was comprised of representatives from national sport associations. In 1957 the Council presented a brief to local, provincial and federal governments expressing their concern for the poor standards of fitness in the nation and the rising health costs. (Health and Welfare, Canada, 1973)

During this period a number of interested politicians like Douglas Fisher, John Brown and John Taylor were also encouraging the government to assume greater responsibility in the area of fitness and amateur sport. Their arguments were based on a concern for improving physical fitness as well as Canadian results in international sport competitions. This was the first evidence of a growing belief that sport was an integral part of Canadian culture and that it should receive appropriate attention and recognition for its own sake as well as for its concomitant effects - physical fitness.

This growing concern for sport and recreation activities in Canada paved the way for the 1961 Fitness and Amateur Sport Act (Bill C131). This was the first federal government act that dealt specifically with the concept of sport. The federal government began to pay more attention to national sport associations, it began to assume more responsibility for international competition, and it sought to unify sport development across Canada by assisting with travel costs to the meetings of national sport associations and athletic competitions. In trying to be "all things to all people", Bill C131 was considered by many to be only moderately successful. (Jackson, 1978:9)

The 1968-72 period witnessed a change of attitude toward sport at the federal level. The first Canada Games in Quebec in 1967 and the Pan American Games in Winnipeg in the same year seemed to stimulate an interest in the hosting of national and international sporting events. In 1968 John Munro became Minister of the Department of Health and Welfare and in 1969 he launched a Task Force on Sport. The main recommendations of the report suggested the formation of Hockey Canada and the Coaching Association of Canada and the restructuring of the Fitness and Amateur Sport Directorate. The Task Force on Sport was followed by the P.S. Ross Report which provided an overview of the recreational and participatory habits of the Canadian people. As a result of the two studies, Munro, in 1970, issued a Proposed Policy Statement on Amateur Sport and Recreation. A number of new programs were suggested in this policy statement including a recreation and sport facility survey, expansion of the grants in aid program for student athletes and most important, the restructuring of the Fitness and Amateur Sport Directorate. Sport Canada was formed to represent the federal government in competitive sport at the national level and Recreation Canada was created to consider the involvement of Canadians in recreational activities. During this period federal funding for sport and recreation increased from $3.5 million in 1961 to $9.5 million in 1971. (Munro, 1971:9)

Perhaps the most important feature of this period was the formation of a number of "spin-off" agencies which, although heavily financed by the government, were not part of the formal government structure. (Health and Welfare Canada, 1976:9) One such agency, Sport Participation Canada, embarked upon a campaign designed to encourage and promote participation in fitness and physical recreation activities. The program was called "ParticipAction" and was patterned, in part after European fitness programs such as the "Trimm" program in Germany. Its only relationship with sport was through the concept of physical fitness but by making the nation aware of the need to be physically fit, it could only have a positive effect on sport participation. The Coaching Association of Canada was created to have overall responsibility for the administration and development of coaching certification programs throughout Canada. Hockey Canada was formed to manage Canadian hockey teams in international competitions and the National Sport and Recreation Centre was established to house the national sport associations and to provide them with administrative support services. The Canadian Academy of Sports Medicine was established at this time to improve medical services to athletes and to involve medical practitioners in sport. (Makosky, 1978:25-29)

Between 1971 and 1976 the amount of federal government money spent on amateur sport increased from $9.5 million to $20 million. (Jackson, 1978:9) Along with the increased financial commitment to sport, the Department of Health and Welfare underwent a structural change. The Fitness and Amateur Sport Directorate was upgraded to Branch status with its own Deputy Minister and was returned to the Health side of the Department of Health and Welfare. Many additional programs were introduced by the various spin-off agencies. One such program was "Game Plan" which was designed to help the development of Olympic athletes. The number and status of domestic competitions were increased and the hosting of international multi-sport competitions continued as Canada hosted the Olympics in 1976 in Montreal and the Commonwealth Games in Edmonton in 1978.

In 1976 Pierre Trudeau created the position of Minister of State for Fitness and Amateur Sport within the Department of National Health and Welfare and appointed Iona Campagnolo to the portfolio.

After only one year in office she developed "A Working Paper Toward A National Policy on Amateur Sport" (The Green Paper). This document was released in November, 1977 and after public debate and open discussion it is hoped it will result in a White Paper that will be the basis of a definite policy statement for amateur sport. The first part of the Green Paper presents an overview of sport in Canada as it developed since 1961 and more particularly, since the Task Force Report of 1969. The paper set out a number of proposals under the following headings: Administration, Technical Development, Promotion, and Other Programs and suggested that through these areas the federal government would achieve their twin goals of excellence and general participation in sport. Administration of most amatuer sport at the national level is in the hands of the national sport associations. The federal government provides financial assistance to sport associations for travel expenses and for the salaries of the Executive and Technical Directors; they also provide office space and various administrative support services at the National Sport and Recreation Centre which was established in 1970. Fifty-four of Canada's eighty-eight national sport associations are housed at the Centre. The remaining thirty-four associations are being assisted by the Centre's Office for Non-Resident Services and twelve of these associations are eligible to enter the Centre when space becomes available. (Campagnolo, 1977:11)

The government sponsored spin-off agencies channel most of their programs through national sport associations who, in turn, will disseminate these services through provincial sport associations and thus to sport participants throughout Canada. A good example of this type of liaison and service flow is the National Coaching Certification Program (N.C.C.P.). The Coaching Association of Canada, in cooperation with the national sport associations, regulate and monitor the program and rely heavily on provincial governments and provincial sport associations to implement the program. Recent changes in the administration of the N.C.C.P. requires an increased workload by provincial associations and demands a continuous paper flow between the participants, the provincial sport associations, the provincial governments, and the national sport associations.

The relationship between the national sport associations and the provincial sport associations is extremely important to the regulation and coordination of amateur sport across the nation. As the national associations increase their programming functions, the provincial associations have been forced to keep pace with the changing amateur sport scene.

A History of Alberta Government Involvement in Sport

In its early years sport in Alberta was organized in a fashion similar to the rest of the provinces in Canada where sporting pursuits were mainly in the hands of enthusiasts in the private sector. However, the Alberta government was not totally inactive in the area of sport in the early years as it promised to pay $200 for the expenses of a northern polo team to participate in the provincial inauguration ceremonies in 1905. (Baka, 1978:139) Between the years 1905 and 1938 it was the Alpine Club of Canada and the Alberta Provincial Rifle Association that received the largest portion of the Government of Alberta's assistance to sport. (Baka, 1978:139) In the main, however, the government's priorities in its early years were in areas other than sport.

The Health and Recreation Branch was formed in 1938 as a small unit within the Department of Education of the Government of Alberta. With the signing of a cost sharing agreement with the federal government under the terms established by the National Physical Fitness Act of 1943 the Branch was increased in size with the appointment of William Hutton as Supervisor. A number of leadership clinics were initiated by the Branch, but on the whole their contribution to sport and recreation was extremely limited because of a small staff and budget constraints. (Baka, 1978:155)

On April 1, 1955, the Health and Recreation Branch was transferred to the Department of Economic Affairs and was renamed the Community Recreation Bureau. In 1956 the Community Recreation Bureau became a Section within the Cultural Activities Branch and in 1959, when the Department of Economic Affairs was eliminated, the Cultural Activities Branch was transferred to the Department of the Provincial Secretary. The Community Recreation Bureau was renamed the Community Recreation Division. In 1961 the Cultural Activities Branch became the Recreation and Cultural Development Branch and an Athletic and Outdoor Education Division was formed. The Athletics component of the Division assumed primary responsibilities for sport in the province and coordinated provincial involvement in the funding made available through the Fitness and Amateur Sport Act of 1961. (Baka, 1978:159) During this period the number of services provided by the provincial government in the area of recreation and sport increased. The major programs included a variety of leadership courses, a newsletter, films, books, and consultation services. However, the Government of Alberta was mainly concerned with participation in physical recreation activities and sport through an "all-embracing" recreational mandate.

The Recreation and Cultural Development Branch was the provincial government's primary sport agency until September 1, 1966, when the Community Recreation Services Division and the Athletics and Outdoor Education Division were transferred to the Department of Youth. On April 1, 1971, the Youth Department was replaced by the Department of Culture, Youth and Recreation. There were few changes in the Recreation Branch who simply formed one section of the new Department. In 1973, however, major structural changes occurred when the Recreation Branch became the Recreation Development Division. It was headed by an Assistant Deputy Minister and consisted of four separate Branches; Community Recreation Services, Outdoor Recreation, Recreation Services to Special Groups, and Sports and Fitness. In 1974 the Sports and Fitness Branch was restructured into three units: a Sports Development Unit, a Programs Unit, and a Fitness Unit.

As the government agency responsible for recreation grew in size and structure so did their services and programs. Financial assistance became available on a regular basis to assist sports teams to travel to national competitions and administration grants were made available to provincial sport associations who emerged as the primary liaison groups with the provincial government. Leadership development services in terms of coaching and officials clinics were offered throughout the province and the Sports and Fitness staff provided consultative services to the provincial sport associations and sport related groups.

The Department of Recreation, Parks and Wildlife was formed in 1975 with the Sports and Fitness Section of the Recreation Development Division operating within this Department. In the Fall of 1976 a Financial Administration Branch, Recreation Planning Branch, Recreation Field Services Branch, and a Recreation Programs Branch were formed and operated under the auspices of the Recreation Development Division. As the structure of the provincial government's Recreation Development Division became more complex so have the programs and services offered through the Sports and Fitness Section. Over the past five years there has been a comparable growth in financing and the Section's budget has increased from $742,650.00 in 1974 to $4,146,557.00 in 1977, this latter figure represents 25% of the total Recreation Development Division budget. (Baka, 1978:193)

The Government of Alberta, through the Sports and Fitness Section, coordinates and assists with many multi-sport programs, events and agencies. However, the Section relies heavily on the manpower and cooperation of the executives of the provincial sport associations to implement and administer sport and recreation services throughout the province.

A recent revision in available funding for provincial youth and recreation associations has placed an increased administrative workload on the executives of the provincial sport assocations. With the adoption of Alberta Regulation 235/75 in 1978 an annual grant can be provided to provincial associations to offset their operational expenditures to a maximum of $30,000 in a calendar year. Each association must fulfill certain requirements outlined in the profile application before they are eligible to receive any assistance. These requirements specify that:

> 1) The Provincial Recreation Association must be a registered/incorporated body in accordance with requirements in the Province of Alberta.
> 2) Each Provincial Recreation Association must develop a three-year comprehensive development plan which covers the grant year and the two succeeding years.
> 3) Each Provincial Recreation Association must be affiliated with the National body, if any, representing that recreational activity.
>
> (Recreation Development Division, 1979)

The program is designed to provide provincial sport and recreation associations with flexibility and autonomy in the expenditure of government funds and it attempts to streamline the delivery of services by provincial recreation associations. Three broad categories were established to regulate the appropriation of funds: Administration, Leadership Development, and Program Development. Under the Administration and Leadership Development areas an association can receive up to a maximum of $5,000 and under Program Development up to a maximum of $20,000. These figures represent the 1978 grant year appropriations and are subject to change. (Kurt, 1979)

Generally, the new funding program has been favourably received by provincial sport associations. However, the criteria upon which each association profile is evaluated makes certain assumptions as to the nature of the "ideal" recreation association. These criteria do not always coincide with the operating mandates of certain sport groups. The sport association that tends to focus their efforts on elite athlete development suffers by the new funding regulations. Conversely the provincial sport association that is prepared to open its membership to the public of Alberta and to increase the scope and nature of its services is in a more advantageous position. In short, if an association is willing to provide for a "recreative, participatory base" and attempts to serve the broadest cross section of the population, the association should improve its financial status.

Alberta Regulation 235/75 also requires that certain programs previously administered by the government became the responsibility of provincial sport associations. As a result, associations are now faced with the task of establishing policies and guidelines in a variety of additional areas. Under "Administration" in A. R. 235/75, the executive of the association can receive travel expenses to meetings on behalf of the association. The executive have a number of decisions to make in this regard. For example, do they wish to assist with executive travel expenses? If so, to what extent and under what conditions? Do they wish to initiate specific expense claim forms? What will be required by way of receipts and who is responsible for signing the cheques and making payments? The Leadership Development budget is a particularly important area of additional policy formulation and application. In previous years the majority of coaches and officials clinics were administered either by the communities or the provincial government. Now, A. R. 235/75 provides a Leadership Development budget as part of the total grant and requires that the associations initiate and sponsor their own clinics. This includes the technical National Coaching Certification Programs, Course Conductor Clinics, and any other provincial officials or leadership clinics. This requires a fees and honorarium schedule for the instructors as well as meals, travel, and accommodation assistance. In the Program Development area a similar degree of policy-making and administration is required in terms of travel, hosting, athlete development, promotion, and communication.

Besides the implications that the new funding regulations have for the administration of the provincial sport associations, the Sports and Fitness Section also coordinates and provides a host of multi-sport services. To discuss each service would be beyond the scope of this study, but Figure 1 provides a schematic representation of the multi-sport programs, agencies, and games that inter-relate with the provincial sport associations through the Government of Alberta.

The Volunteer Amateur Sport Administrator in Alberta

The provincial sport associations in Alberta are at different stages of development and cover a diverse cross-section of sporting activities. Each group is faced with a variety of administrative and programming problems unique to their sport and they employ many different techniques to serve their membership and to maintain credibility with their two major support agencies - the provincial government and their parent national sport association. The demand for greater degrees of accountability from both sources has required an increased responsibility and workload on the executive of provincial sport associations.

There are fifty-nine provincial sport associations in Alberta that are recognized by the Alberta government for financial assistance and consultative services. Twelve sports employ professional people either part-time or full-time to ease the administrative burden. This leaves forty-seven sport associations whose existence and survival depends totally on volunteers who do not receive any financial compensation for their services.

Figure 1

A SCHEMATIC REPRESENTATION OF THE MULTI-SPORT AGENCIES, PROGRAMS AND GAMES THAT INTER-RELATE WITH THE PROVINCIAL SPORT ASSOCIATIONS THROUGH THE GOVERNMENT OF ALBERTA

ALBERTA RECREATION, PARKS & WILDLIFE

SPORTS AND FITNESS SECTION

MULTI-SPORT AGENCIES
- Sport Alberta
- Alberta Schools' Athletic Association
- Alberta Games Council

MULTI-SPORT GAMES
- Regional Games
- Alberta Games
- Western Canada Games
- Canada Games
- Commonwealth Athlete Preparation
- Pan American Athlete Preparation
- Winter Olympic Athlete Preparation
- Olympic Athlete Preparation

PROVINCIAL SPORT ASSOCIATION'S FUNCTIONS INCLUDE:

- N.S.A. liaison
- Provincial Government liaison
- Administrative Support Services
- Leadership Development
- Programming:
  - Provincial Championships
  - Promotion
  - Communication
  - Fund Raising
  - Provincial Teams
  - Regional Development
  - Equipment and Standards
  - Rules and Regulations
  - Travel assistance
  - Hosting Responsibilities
  - Awards
  - Community Sport Development

MULTI-SPORT PROGRAMS
- Intersport IV
- Aquatics Workshop
- Sport Administrators Workshop
- Planning Seminars
- NCCP - NODP
- Sport Injuries Workshop
- Junior Olympics
- Hokaido Exchange
- International Coach Program
- Provincial Recreation Grant
- Leadership Program
- Percy Page Centre
- Hosting for National and International competitions

SUPPLEMENTARY ADMINISTRATIVE SERVICES
- Program Development Consultation
- How-to-do modules
- Film and Book Library
- Stop watch loan

The role of the volunteer on provincial sports associations has become increasingly complex and time consuming. Generally, these people are elected to office on an annual basis by the membership of the provincial association. By assuming their position on the executive they show an interest in the development of their sport and are required to exhibit a level of competence in a variety of administrative areas. Personal skills in human relations, group dynamics, communication, and general leadership qualities are beneficial attributes for a volunteer sport administrator. The time commitment is increasing as the volunteers are required to attend the executive and general meetings of the association at, perhaps, both the provincial and national levels. Program functions and events generally require representation from members of the executive, leadership clinics and conferences are time consuming and, of course, the paper work and general administrative responsibilities of the association seem never ending.

Many volunteers associated with provincial sports associations are also involved with local clubs and organizations. Since the demands of these clubs and organizations are more immediate to the volunteers than the demands of the provincial executive, the local responsibility often takes priority and their dualistic roles can lead to a conflict of interests within the volunteers. To a lesser extent there will be people involved in provincial sport associations who are also national representatives and who could conceivably have a role to play at all three levels of sport governance.

The personal financial costs that are incurred when serving as volunteers on provincial sport associations can become quite excessive, although with the new funding regulations, many sports groups are now paying out-of-pocket expenses to their executives. They do not, however, pay for time lost at work while attending to association business. In most cases the association does not pay for any administrative services that a volunteer's employer may provide such as duplicating, typing and many telephone calls.

In short, without the sacrifice made by the volunteer administrators on provincial sports associations the future of amateur sport in Alberta would be in jeopardy. Taylor summarized the problem of the role of the volunteer administrators in amateur sport:

> Many volunteers are in an administrative pressure cooker for which they neither asked nor are prepared. Amateur sport now requires "big time" and "full time" commitments. (1976:1)

In summary, the role of provincial sports associations in the development of amateur sport in Alberta is crucial. Without the leadership and consolidation that a provincial association provides the amateur sport scene would lack coordination and regulation. The tremendous growth of sport agencies and programs at the national and provincial level over the last decade has placed an increasing burden on the executive of provincial sports associations. In Alberta, where the leaders in the provincial sports associations are mainly volunteers, this workload is extremely demanding and places an incredible strain on the future development of amateur sport in the province.

Pugliese and Taylor in "Sport and the Volunteer at the National Level" discussed the volunteer:

> We have not really analyzed why people are in sport and these motives should be determined if volunteers and professionals are to work together in solving sport problems. (1977:n.p.)

Although there are only twelve provincial sport associations in Alberta with professional staff, the recent changes in provincial government funding might encourage more associations to consider hiring either part-time or full-time people to ease the administrative burden. In the meantime there is an army of volunteers in Alberta who devote their time to the service of amateur sport. Why do they assume their positions on the provincial executives of amateur sports associations and what are the needs they perceive they will satisfy?

> Do volunteers need a feeling of importance, a feeling of making a worthwhile contribution, a need for recognized involvement, or is it the political intrigue, the need to be wanted and accepted by their fellowman? (Pugliese and Taylor, 1977)

Statement of the Problem

The general problem to which this study is addressed is:

> What are the perceived needs of volunteer sport administrators serving on executive bodies of provincial sport associations in Alberta?

The problem has been sub-divided into five sub-problems:

1. Is there any significant difference between the perceived needs of male and female volunteers who serve on the executive of provincial sport associations?

2. Is there any significant difference between the perceived needs of those members of provincial sport association executives with immediate family participating in the sport and those without immediate family participating in their sport?
3. Is there any significant difference between the perceived needs of those members of provincial sport association executives who previously participated in their sport and those who have never participated in their sport?
4. Is there any significant difference between the perceived needs of volunteers of different age groups who serve on the executive of the provincial sport associations?
5. Is there any significant difference between the perceived needs of volunteer sport administrators serving as Presidents, Secretary Treasurers and Technical Directors on provincial sport association executives?

Justification of the Study

Considerable research in the social sciences has been focused on determining what people do under various administrative and managerial conditions. A lesser amount of research has attempted to determine the perceived needs of administrators. Krech, Crutchfield and Ballachey (1962:62) in discussing the importance of needs maintained that, "needs are the initiating and sustaining forces of behaviour", and Haire (1964:22) wrote, "everyone is constantly striving for need satisfaction". Any research that could shed some light on this area, with particular reference to the volunteer sport administrator, would be valuable.

An understanding of the perceived needs of volunteers who serve on the executives of the provincial sports associations could assist in developing strategies for the recruitment, selection and training of potential amateur sport administrators. If an association can identify certain needs of its volunteers, it can attempt to fulfill these needs. In-service training programs for volunteers on the provincial executive are presently sponsored by the provincial government. If the coordinator of these programs had more information as to the perceived needs and expectations of the volunteer sport administrator, various training programs could be initiated to help satisfy those perceived needs.

Personal need gratification could enhance the feelings of the volunteer about his work on the executives and eventually lead to a more effective delivery of provincial sports service. Greater understanding of the perceived needs of volunteers on an executive could facilitate improved interpersonal relations and lead to a more harmonious and productive volunteer commitment.

The provincial associations have evolved a hierarchy of leadership comparable to most other organizations. An awareness of the needs and drives of volunteers at the different levels of management may be essential to sound leadership:

> Administration is responsible for achieving the goals of the organization and for satisfying the needs of its members. Needs of members include a reasonable sense of security, a feeling of belongingness, and an opportunity to participate in organizational processes. The members also need to have their contributions recognized by others, particularly by their leaders. (Campbell and Gregg, 1957:309)

This has implications for every level of management but in terms of the executives of provincial sports associations the President must be particularly sensitive to the needs of his colleagues if they are to work effectively together in solving sport problems.

Definition of Terms

1. Provincial Sport Association

   An organization that is formed to coordinate the functioning of an amateur sport within a provincial boundary.

2. Volunteer Sport Administrator

   An individual who freely provides his/her time and effort to assist with the management of an amateur sport organization.

3. "Needs"

   "A need is a construct which stands for a force in the brain region, a force which organizes perception, apperception, intellection, conation and action in such a way as to transform in a certain direction an existing unsatisfying situation." (Murray, 1938:123)

Limitations

1. The investigation was limited by the inherent weaknesses existing in data acquisition by means of a written questionnaire.

2. The study was confined to Alberta and the volunteer administrators of the provincial amateur sport associations recognized by the Government of Alberta. The results, therefore, cannot be generalized beyond the sample.
3. The selection of the respondents was based upon the Sports and Fitness Resource Guide which was compiled in September, 1978. Certain associations could possibly have changed their executive personnel between the completion of the Resource Guide and the November mail out.

Delimitations

The study is delimited to:

1. The Province of Alberta and the fifty-nine provincial sports associations as recognized by the Department of Recreation, Parks and Wildlife of the Government of Alberta.
2. Certain selected positions on the executive that represent three levels of management in a sport association. Namely, Presidents, Secretary/Treasurers and Technical Directors.
3. No professional staff serving in any of the above positions were contacted. The study was confined to the volunteer sport administrators.

CHAPTER II

REVIEW OF RELATED LITERATURE

Introduction

Bregha (1975:1) suggested that voluntary associations are not a new phenomenon and that their history and evolution can be traced back to the labour movements and social clubs of the Victorian era. The history and development of volunteer organizations has fluctuated constantly with changing societal trends and tend to be stronger in times of economic and political hardships.

Curtis (1971:872) indicated that in comparison to other western democracies Canada is a nation of joiners. His claim was substantiated by Frizzell and Zureich (1974) who note that in 1970 there were 2,000 new citizen groups in Canada.

The opportunities for affiliation with voluntary associations are limitless and can range from labour unions to sport and recreation associations. The aims and objectives of each organization are inherently different and as Jacoby (1966) implies, different types of organizations will attract different types of people. Their affiliation will be based upon their perception of what each association has to offer to the population it is serving and how their psycho-social needs will be satisfied in their role as a volunteer. Jacoby asserts that both social and psychological variables will influence a persons decision to affiliate with a particular association and suggests that:

> different types of organizations serve
> different needs and yield different types of
> satisfaction.(In Smith and Freedman, 1972:149)

The literature pertaining to voluntary associations provided a number of insights that proved helpful in planning and organizing this study. The ensuing review of literature will, therefore, include a brief overview of the characteristics of voluntary associations. This will be followed by a review of H.A. Murray's concept of needs and the identification of seven needs -- those used in the generation of the research questionnaire for this study -- along with a description of each need and an account of related research.

Voluntary Associations

The role and function of voluntary associations has been examined by a number of authors but there is no all encompassing or generally accepted theory of volunteerism. However, the various typologies do reflect the initial stages of theory construction.

Clarke and Wilson (1961) classified organizations on the basis of incentives offered to individuals as inducements to contribute to group activities. The incentives were grouped into three areas -- material, solidary, and purposive. The authors suggest that the three types of incentives are evident to some degree in all associations but that solidary motives such as fun, sociability, and prestige are distinguishing features of voluntary associations.

Blau and Scott (1962:43) working in the field of public administration suggested a four class typology of organizations based upon who benefits from the efforts of the association. The four types are: (a) mutual benefit associations, where the prime beneficiary is the membership; (b) business concerns, where the owners are the prime beneficiaries; (c) service organizations, where the client group is the prime beneficiary and (d) commonweal organizations, where the prime beneficiary is the public at large. According to Bratton, (1970) sports associations would qualify as mutual benefit associations. Blau (1962) has indicated two weaknesses of mutual benefit associations which certainly appear characteristic of a number of sport associations -- membership apathy and oligarchial control. Bratton further suggested that it was apparent that the affairs of sport associations can be handled by a minority of the membership and therefore sport associations lend themselves to oligarchic control. Further, as the general membership of most sport associations are usually removed from the continuous decision making processes of the association, a feeling of disassociation is fostered and membership apathy is likely to develop. This can result in a gradual decline of the interest and involvement of the membership and ultimately to a decline in membership.

Michel (1958) suggested, however, that this "iron law of oligarchy" is prevelant in all organizations:

> Organization implies the tendency to oligarchy. In every organization whether it be a political party, a professional union or any other association of this kind, the aristocratic tendency manifests itself very clearly. (In Horton-Smith, 1974: 200)

Sills (1957) identified size, functional specialization, membership heterogeneity and multi-group membership as the main structural sources of membership apathy and non-participation. These structural and functional limitations are characteristic of many provincial sport associations and, therefore, they lend themselves to membership apathy.

George Lundberg, in 1934, was one of the first persons to attempt to categorize voluntary associations. He presented a distinction between "leisure" organizations and "instrumental" organizations. The former classification typifies organizations that are formed as "ends in themselves" and the latter are considered to be formed as a "means to some valued goal". Arnold Rose (1954:52) believed that two types of voluntary associations exist. The first group he called expressive associations since they attempt to satisfy interests which members have in relation to themselves. His second group he called social influence associations. These groups concentrate their efforts on social change or bringing about some social condition.

The classifications of Lundberg and Rose are too rigid to accommodate the needs of sports associations because these types of associations serve to provide opportunity for affiliation for both types of reasons. The individual might perceive the association as a medium through which he might promote his sport in the province in an attempt to increase its status and popularity and thus give it recognition. This might influence the community at large and subsequently create a beneficial social condition. Conversely, other members might be content affiliating for purely expressive reasons that might include association with other people in the pursuit of a feeling of belongingness and acceptance. In short, therefore, the previous two classifications are too narrow and too inflexible to accommodate the multiple variables by which people choose to affiliate with provincial sport associations.

Gordon and Babchuck (1966) presented an interesting classificatory theory that was based upon three general categories: expressive associations, instrumental associations, and expressive -- instrumental associations. This latter classification suggests a continuum upon which voluntary associations may be examined. It is indicative of associations that exist both as "ends in themselves" to some people and as a "means to an end" to other people and as both to still other people. This three category classification implies that certain associations might exist, in the eyes of some people, for purely expressive, social reasons and other associations might exist for personalized instrumental reasons that contribute to a social condition or a social change like a polictical party or a feminist group. As Jacoby asserts:

> "The instrumental association member may well be an interested and concerned citizen, but this interest and concern appears to be self oriented and rather impersonal in nature. People are important primarily as objects to be manipulated to serve one's own ends. (1965:172)

The important observation from Gordon and Babchuck's work is that there will be associations that attract people to affiliate for both types of reasons and that the motives for affiliation will not only vary from one person to another but might also be dynamic and constantly changing within an individual.

The instrumental -- expressive continuum classification is particularly interesting because attempts have been made to test its validity. On the basis of research conducted by Jacoby and Babchuck it was concluded that:

> ....evidence clearly supports the unidemensionality of the instrumental -- expressive continuum applied to voluntary groups and suggest the validity of their framework. (Jacoby and Babchuck, 1963:466-468)

Sport associations would certainly seem to fall quite appropriately within the instrumental -- expressive classification outlined by Gordon and Babchuck. Each association does facilitate the opportunity to affiliate for both types of reasons and would, therefore, be classified as an "instrumental -- expressive" type of association.

The Concept of Needs

The most comprehensive analysis of the concept of needs in a modern perspective is by Henry A. Murray. (Alderman, 1974:197) Along with a team of fellow psychologists at Harvard Psychological Clinic, he conducted a series of experiments aimed at discovering, through a study of actual behaviour, what basic drives are to be found in human beings. (Woodward, 1958:108) Psychologists using this approach assert that the major influence upon behaviour is not only the environmental stimuli but also the individuals perception, apperception and apprehension of the stimuli. In short, both the situation and the manner in which a person perceives and subsequently interacts with it will determine his behaviour.

In Explorations in Personality, Murray undertook the task of formulating a series of hypotheses outlining a theory of personality which would make possible the study of these factors and he attempted to develop a dynamic scheme for the description and analysis of the phenomenon. Personality was considered to be a hypothetical construct that affects the experience and modes of behaviour of the individual.

> Between what we can actually observe....the stimulus
> and the resulting action....a need is an invisible
> link, which may be imagined to have properties that
> an understanding of the observed phenomena demand.
> (Murray, 1938:60)

Murray used the term need to mean the internal motivational tendencies that can be objectified as an innate force in the brain region and which organizes perception, apperception and conation. It influences certain cognitive processes in the direction of need satisfaction or harm avoidance. There is a driving, directing dimension which decisively influences future actions. As Murray states:

> ....it should be clear that the term need or drive does
> not denote an observable fact....the direction of the
> activity, for example....it refers to the hypothetical
> process in the brain. (1938:72)

Murray focused his attention on the analysis of needs and arrived at an extensive classification. Basically, he recognized needs as primary or viscerogenic and secondary or psychogenic. Viscerogenic needs are those needs which are engendered and stilled by periodic physiological events such as hunger and thirst. The psychogenic needs have no localizable body origins and include such needs as Achievement, Order, and Dominance. In all, Murray identified and analyzed thirteen viscerogenic and twenty-eight psychogenic needs.

An overview of the research pertaining to the general environmental areas of volunteerism, administration and sport identified a host of need variables and combinations of need variables that might conceivably account for a persons decision to join a volunteer organization. In particular, the work of Schindler-Rainman and Lippitt (1971) regarding the motivational tendencies of volunteerism and Levinson (1970) regarding the psychological needs of business executives provided a multitude of need variables that might affect a person in each environmental area. Alderman (1974) has discussed the personality traits that might be characteristic of an athlete in a sporting environment. These traits covered a wide range of perceived needs, from the need for Affiliation and belongingness to the need for Achievement and success.

The volunteerism literature emphasized the socially oriented need variables, in particularly, the needs for Affiliation and Nurturance. The administration literature focused on the social needs but also emphasized the egoistic needs for Achievement, Dominance and Autonomy. Levinson considered the executive as a teacher at some length and from the literature the needs of Deference and Order were identified as being characteristic of teachers. In sport, the literature emphasizes a wide range of perceived needs that interrelate with both the aforementioned environmental areas. More specifically, the literature pertaining to the perceived needs of the volunteer sport administrator was particularly lacking, which reinforced the need for this study.

It is acknowledged that a wide range of perceived needs could account for a persons decision to assume his executive position on a volunteer sport association. However, based upon a review of the available literature seven of the twenty eight needs identified by Murray were used in the formulation of the research questionnaire for this study. Each need will be briefly described and reviewed as it relates to the general environmental areas of volunteerism, administration and sport.

Need Affiliation

According to Murray (1938), man finds satisfaction in being with others. He needs contact with friends and has learned that he can fulfill a psychological need by being a member of a group. (Murray, 1938:173)

Babchuck and Gordon (1962) found that individuals joining expressive groups were more likely to have become members through social influences than individuals joining instrumental groups. The need for Affiliation with others in group situations has been well documented in the volunteerism literature. Its major advocates being Carter (1975), Schindler-Rainman and Lippitt (1971), and Horton-Smith (1976). Arnold Rose considered the "Attitudinal Correlates of Social Participation in a study of migrants to the City of Minneapolis" and he found that those people who belonged to more groups had more friends, found greater satisfaction in their lives, were more confident in society, and had more optimistic attitudes. (Rose, 1959)

Levinson (1970) examined the psychological needs of business executives and developed a schema for classification based on three major classifications: a) Ministration Needs, b) Maturation Needs and c) Mastery Needs. Each classification will be referred to during the review of literature as they relate to the need under discussion.

Ministration needs "require someone else to do something to or for the person who has the need." (Levinson, 1970:147) This classification represents those social attachments that are present in all organizations and coincides with the volunteerism literature on the need for Affiliation. Haire has indicated that the need Affiliation is not hard to find at work.

> We see it in many studies of morale and causal observations showing the importance placed on the "good bunch" at work, and most of us have chosen at one time or another to sacrifice certain aspects of a particular job in order to take advantage of the presence of a prefered group of people at some other job. (1964:30)

McGregor (1960) endorsed the need for Affiliation with others and suggested that social needs such as belongingness and association are motivators of behaviour. Evidence of age differences in the relative strengths of this need was supplied by Spangler and Thomas (1962) and Kopenan (1957) who showed that elderly people tended to manifest higher need Affiliation drives than younger people.

Need Nurturance

Murray notes that the need Nurturance is the tendency to want to help and assist others who need support and assistance. (1938:181)

The volunteerism literature makes reference to the need altruism which has been defined by Carter as:

> The desire to do good for others without thought of personal gain. (1975:26)

This need is generally accepted as the prime reason underlying charitable acts. Howarth conducted a survey on the personality characteristics of volunteers and concluded:

> So we may surmise that the volunteer is compelled by conscience, a feeling that a helping hand should be extended, regardless of monetary reward. (1976:857)

This would tend to support Carter's observation that affiliation with voluntary associations originates from altruistic reasons. Cull and Hardy (1974) also agreed with this motive, as did Routh (1972) who suggested that people will engage in volunteer work out of a compulsive desire to help and serve people.

Levinson makes reference to the managers need for gratification which is defined as "an aspect of work that should be in the service of an ideal or other people". (1970:153) In its simplest form it is a way of giving. This definition and interpretation is similar to the definition of the need Nurturance and altruism previously discussed. Haire substantiated Levinson's discussion and indicated that the need for Nurturance:

> ....is a need that works in two directions -- we have a need both to care for someone else and to be cared for ourselves -- but it is a social need in that it is primarily oriented toward a kind of relationship with others. (1964:31)

The bulk of the evidence suggested this is a stronger female trait. Spangler and Thomas (1962), Edwards (1965) and Dipboye and Anderson (1962) all found that there were significant sex differences in relation to this need in favour of females. This might explain why Howarth's (1976) research on female volunteers reported high altruistic motives for affiliation.

Need Autonomy

The characteristics of the need Autonomy, as provided by Murray, appeared to have a close affinity with freedom. Another comparison of the need Autonomy to independence was made by Savage (1968) who said that the drive was fulfilled when the individual was given the opportunity to make decisions which rightfully belong to him.

Levinson's second classification of needs was maturation needs. This classification implied that "a person has the potential for development and growth if the circumstances are favourable." (1974:174) Levinson expanded this definition to suggest that maturation needs were silent, and were not as self evident as ministration or mastery needs. (1970:174) He also indicated that the natural tendency of the human organism was toward growth, learning, and problem solving and that when considering the stimulant to promote such behaviour one was referring to the environmental conditions for creativity. Gardner (1963) suggested that the best stimulant for creativity was to leave people free to do their work and argues that freedom is a prerequisite to personal autonomy. Research by Mackinnon looked at the parents of creative architects and indicated that they were extraordinarily respectful of their children and had confidence in their ability to do what was appropriate. The parents granted them unusual freedom to act independently and Mackinnon claimed that:

> ....this expectation apparently was vital for the child's sense of personal autonomy which, in turn, became the hallmark of his creativity. (1962:179)

Haire, Ghisselli and Porter (1966) in their International Study on Managerial Thinking examined the psychological needs of executives at all levels of management and in a number of different countries. They used Maslow's theory of motivation and included autonomy as an extra level on the hierarchy of needs. It was concluded that higher level managers received greater fulfillment of esteem, autonomy and self actualization needs than lower level management.

Need Achievement

According to Murray, the desire for achievement is the desire to do things as well or as rapidly as possible. A great variety of behaviour patterns may gratify this need -- "from blowing smoke rings to discovering a new planet". (1938:164)

Levinson's third classification of needs required that both ministration and maturation needs are realized and satisfied before an individual can attain mastery needs. Mastery needs are, "those related to integrating the various facets of the personality of the individual and coming to effective terms with the environment." (1970:15) This involves the individuals competence to accommodate and manipulate himself and the world around him. There are three components of mastery needs:

> the need for ambitous striving and realistic achievement, the need for rivalry with affection, and the need for consolidation. (Levinson, 1970:202)

The need for ambitous striving and realistic achievement focuses directly on the work of McClelland (1962) who has analyzed the achievement motive at great length. McClelland suggests that people who have the motive to achieve set moderately difficult but attainable goals for themselves. They are concerned with personal achievements rather than the rewards of success and they prefer situations where they can obtain tangible information about their success. Those persons who have high achievement motive are not born with it but it evolves from a particular kind of family relationship during childhood. McClelland concludes that people with high achievement motives like situations in which they can take personal responsibility for finding solutions to problems.

The evidence suggests that this drive tends to be more predominant among males and it is an attribute somewhat dependent upon age and education. (Grossack, 1957; Klett, 1957; Strother and Schaire, 1955)

Need Dominance

The need for power appeared as a central feature of the administration literature and will, therefore, be considered for analysis. Murray does not have a need power per se but rather considers the variable as it related to a number of other component needs. Its central feature, to control ones human environment, was very compatable with the need Dominance as defined by Murray. The characteristics of Dominance include such behaviour as:

> To influence or direct the behaviour of O's by suggestion, seduction, persuasion or command. To induce O to act in a way which accords with ones sentiments and needs. To get O's to cooperate. To convince O of the rightness of ones opinions. (Murray, 1938:152)

Levinson examines the concept of power through the domination of others in the industrial arena but the implications are clearly applicable to any leadership position. The executive's drive is to make himself more competent in every situation and to become better than his peers in the organizational climate in which he is immersed. The trait is supported by the complimenting needs of achievement and competition. (1970:214)

Need Order

Levinson talks at some length of the executive as a teacher:

> To say to the executive that the business organization must be viewed as an institution for problem solving and learning and that the must be a teacher of leadership is to state a truism. (1970:129)

It seemed appropriate, therefore, to examine the needs of the teacher as they relate to his position as a leader within an organizational framework.

Murray is of the opinion that "The need order describes behavioural trends that are directed towards the organization of a subject's immediate environment...." (1938:200) This trait is considered highly characteristic of teachers who take great pains to ensure tidiness and system in their work. Guba, Jackson and Bidwell (1959) show that Order is one of the most common needs of teachers. Research evidence by Dipboye and Anderson (1961) also lended support to the contention that teachers are characterized by strong need for Order. Murray would characterize the drive by the following behaviour patterns:

> To put things in order. To achieve cleanliness, arrangement, organization, balance, neatness, tidiness, and precision. (Murray, 1938:201)

Need Deference

The need Deference as described by Murray is "acquiescence, submission, and yeilding to power and conformity to group standards". (1938:82)

Sherif and Sherif (1952) and Asch (1952) both found that there was a tendency for subjects to form a common evaluation and a tendency for them to defer to what they considered to be the superior knowledge of the group. Coch and French (1948) and Roethlisburger and Dickson (1941) noted similar results of compliance with group norms in industrial settings. Dunkin (1965) noted that teachers seem to increase their deference scores over time. Morris (1963) agreed with this statement and suggested that deference would increase with age and or experience.

Summary

Schindler-Rainman and Lippitt (1971) provided an extensive review of the needs and drives of the volunteer and suggest some interesting classifications of motives for becoming a volunteer. These classifications range from inner oriented to outer oriented, action-to-reflection and policy, and power and influence to emotional associations. Based on a model outlined by Lewin (1947), Schindler-Rainman and Lippitt discuss a force field of intention and drives which might motivate a person to volunteer and those forces which might deter the person from volunteering. From their results, the authors contend that people will affiliate for both personalized psychological reasons and societal needs.

> ....some volunteers put major emphasis on the self actualizing possibilities of an opportunity to volunteer, while others put a contrasting emphasis on service and duty, and the repayment of a service received debt. (Schindler-Rainmen and Lippitt, 1971:51)

Although the money motive played a large part in the literature pertaining to executive motivation the social and psychological variables emphasized by Schindler-Rainman and Lippitt are equally applicable to the leadership role of the executive. Levinson (1971) outlines that the need for consolidation refers to the interrelationship of the individuals psychological profile. Man is not viewed as a series of psychological traits but as a personality which is integrated, dynamic, and complex. Levinson argues that "just as man is physiologically integrated, so is he psychologically integrated". (1970:216) The quality of this integration is reflected in the quality of his functioning both professionally and socially. Thus suggesting that behaviour might be viewed on a continuum of motivation that is dynamic and ever changing and that ranges from the egoistic to the social facets of the whole being.

Bratton (1971), using Gordon and Babchuck's classification of voluntary associations, labelled the sport association as the instrumental-expressive type and suggested:

> ....executive members of sport associations hold an instrumental-expressive orientation toward their involvement in the association. (Bratton, 1976:3)

He concluded that the instrumental motivation was considered moderately stronger than the expressive motivation. The main thrust, therefore, behind volunteers in executive positions in sport was considered to be the drive to bring about social change or to create a social condition. A more detailed examination of the egoistic reasons for involvement in voluntary sport associations has received very little attention in the literature, probably because it is such an intangible area to measure with any degree of accuracy.

CHAPTER III

RESEARCH DESIGN

Instrumentation

The data for the study was collected by means of an "Attitude Questionnaire for Volunteer Executives of Provincial Sport Associations" (see Appendix A). It was developed from a review of the literature along with the researchers professional experience with volunteers in provincial sport associations and lengthy conversations with colleagues and advisors. The questionnaire consists of two sections:

Section One: General Information

Section Two: Personal Attitudes

Section One

This section was designed to obtain certain demographic and biographic information about the respondents. Six questions were formulated from a review of relevant literature and the researcher's professional impressions of needed information about volunteer sport administrators. These included questions pertaining to age, sex, sport association, position on the executive, immediate family's athletic involvement, and the respondent's previous participation in the sport.

Section Two

Section two was designed to measure the respondent's agreement or disagreement to statements about ways in which they may or may not feel and about things they may or may not like. The literature outlined seven variables that formed the basis of this section. The work of Murray (1938) and Edwards (1965) provided the conceptual and theoretical framework for the development of seven questions for each of the seven variables. A Likert scale ranging from one to four was used to determine the degree of agreement or disagreement that the respondent had for each question item.

Pilot Study

A pilot study was conducted to review the general questionnaire design, the phrasing of each question item, and the adequacy of the response categories. Eighteen volunteer sport administrators working with local and provincial sport groups and five graduate students from the University of Alberta completed the pilot instrument and a number of minor adjustments were made to each statement and to the general format. An unsuccessful attempt was made at this point to secure fifty respondents in order that a factor analysis might have been employed to test the proposed groupings of the question items. Due to financial constraints and the availability of appropriate subjects this was impossible. The factor analysis was, however, conducted upon receipt of the completed questionnaire from the identified sample.

Sample and Data Collection

Sample

The sample for the study consisted of those people currently engaged as volunteers in provincial sport associations in Alberta and who were serving in the positions of President, Secretary/Treasurer, and Technical Director. The sample consisted of 130 peoples representing the fifty-nine provincial sport associations. An association was eligible for consideration in the sample if they received financial assistance and consultation services from Alberta Recreation, Parks and Wildlife. The rationale behind the selection of executive positions stems from the belief that these three offices represent three levels of management within a provincial sport association. Not every association had a designated Technical Director which would explain why this sub-sample required a smaller mail out. Any professional people employed by a provincial sport association on a full-time or part-time basis were not volunteers and as a result did not qualify for the sample. Table I provides a description of the sample and Table II indicates the distribution of respondents by sport and executive position.

Data Collection

The questionnaire accompanied by a letter of explanation, was mailed to the volunteers on November 1, 1978. The respondents were asked to return the completed questionnaire in the pre-paid self-addressed envelope at their earliest convenience. A phone call was made to all those respondents who had not returned the questionnaire on December 6, 1978. In an attempt to secure as high a response rate as possible a second phone call was made to all remaining non-respondents during the first week of January, 1979.

Reliability

Runkel and McGrath (1972:152) suggest that reliability is the dependability of an instrument to produce the same value in "repeated independent assessments" of the same subject. Kendall

TABLE I

SAMPLE DESCRIPTION

			No.
Position on the Executive:			
	1. President		33
	2. Secretary/Treasurer		27
	3. Technical Director		19
		TOTAL	79
Sex:			
	1. Male		57
	2. Female		22
		TOTAL	79
Previous Participation in Sport:			
	1. Yes		73
	2. No		6
		TOTAL	79
Immediate Family Participation:			
	1. Yes		42
	2. No		37
		TOTAL	79
Age:			
	1. 20 - 29 years		17
	2. 30 - 39 years		21
	3. 40 - 49 years		24
	4. 50 + years		17
		TOTAL	79

TABLE II

SAMPLE DISTRIBUTION BY SPORT AND EXECUTIVE POSITION

Name of Provincial Sport Association	Position on Executive President	 Secretary Treasurer	 Technical Director
1. Alberta Men's Curling Council	*	*	*
2. Alberta Horseman's Council	*	*	
3. Canadian Ladies Golf Association, Alberta Branch		*	
4. Alberta Ladies Lawn Bowling Assoc.	*	*	*
5. Alberta Horseshoe Pitchers Assoc.	*	*	
6. Alberta Rugby Union Association		*	
7. Alberta Amateur Boxing Assoc.		*	
8. Alberta Baton Twirling Association	*	*	
9. Alberta Federation of Shooting Sports	*	*	*
10. Alberta Section, Canadian Figure Skating Association	*	*	
11. Alberta Soccer Association		*	
12. Alberta Badminton Association		*	*
13. Alberta Canoe Association	*	* *	
14. Alberta Baseball Association	*	*	
15. Alberta Chess Association	*	*	
16. Alberta Region, Canadian Water Ski Association	*	*	
17. Alberta Volleyball Association	*	*	*
18. Alberta Golf Association		*	
19. Alberta Bowhunters & Archers Assoc.		*	*
20. Alberta Table Tennis Association	*	*	
21. Alberta Lacrosse Association		*	
22. Alberta Rowing Association		*	
23. Alberta Association of Rocket Clubs		*	
24. National Karate Association, Alberta Branch		*	
25. Alberta Amateur Softball Association		*	*
26. Alberta Amateur Wrestling Association	*	*	*
27. Alberta Broomball Association	*		
28. Canadian Amateur Synchronized Swimming Association, Alberta Branch			*
29. Canadian Amatuer Swimming Association, Alberta Section	*		*
30. Alberta Field Hockey Association			*
31. Alberta Ladies Curling Association	*		*

TABLE II (Continued)

SAMPLE DISTRIBUTION BY SPORT AND EXECUTIVE POSITION

Name of Provincial Sport Association	Position on Executive President	Secretary Treasurer	Technical Director
32. Alberta Women's Field Hockey Association	*		*
33. Alberta Gymnastics Federation	*		*
34. Ringette Alberta	*		*
35. Alberta Amateur Fencing Assoc.			*
36. Alberta Basketball Association			*
37. Alberta Water Polo Association			*
38. Canadian Amateur Netball Assoc., Alberta Section	*		
39. Alberta Modern Pentathlon Assoc.	*		
40. Alberta Little League Baseball	*		
41. Alberta Sailing Association	*		
42. Alberta Squash Racquets Assoc.	*		
43. Alberta Lawn Tennis Association	*		
44. Alberta Amateur Football Assoc.	*		
45. Alberta Amateur Hockey Assoc.	*		
46. Alberta Scuba Divers Council	*		
47. Alberta Bicycle Association	*		
48. Alberta Recreational Skating Assoc.	*		
49. Alberta Soaring Council	*		
50. Canadian Amateur Diving Association, Alberta Section	*		
51. Alberta Track and Field Association.			
52. Bowling Federation of Alberta.			
53. Alberta Kodokan Black Belt Assoc.			
54. Alberta Lawn Bowling Association.			
55. Alberta Team Handball Association.			
56. Alberta Handball Association.			
57. Alberta Speed Skating Association.			
58. Alberta Weightlifting Association.			
59. Alberta Cricket Association.			

(1977:33) indicated that the problem with attitude questionnaires is that the respondent's attitude may change from time to time thus making the test-retest method of confirming reliability inadequate. A variety of responses to the same variable does not necessarily indicate an unreliable instrument, rather it may suggest a change of attitude on the same item.

However, Kerlinger (1966:442-443) has suggested two methods by which the reliability of a questionnaire can be improved. He suggested that the questions should be unambiguous and that the instructions for the questionnaire should be clearly stated. Every attempt was made to meet these conditions for the questionnaire used in this study. A pilot study was administered to five graduate students at the University of Alberta and eighteen volunteers who were actively involved in amateur sport associations in Alberta. Each person was asked to note question ambiguities and any short comings in content, style and format. With this information the author went through each question item with his advisor to further clarify the questionnaire. The instrument was revised on the basis of these recommendations. The revised questionnaire was subsequently reviewed by consultants and research officers with Alberta Recreation, Parks and Wildlife. Further revisions were made to the questionnaire before the final draft was produced.

Validity

Runkel and McGrath (1972:152) wrote:

> The question of validity is the question of goodness of mapping (correspondence) between concept and operation. The validity question asks, in effect,

> whether the measure used in the operational definition is "truly" a measure of the corresponding property as conceptually defined.

The validity of the questionnaire in this study was based on the content validity of the items. Bohrnstedt (1970:91-92) outlines the procedure for content validity.

> The researcher needs to search the literature carefully to determine how various authors have used the concept. Moreover, he should rely on his own observations and experiences and ask whether they yield any new facts to the concept under consideration. Whereupon a series of items can be constructed which measure each of the substrata of the domain of content, a procedure referred to as sampling from a domain of content.

Each variable in the questionnaire was drawn directly from the review of literature and the items were based on the work of Murray and Edwards and further modified to suit the sample. A factor analysis confirmed five of the initial seven variables at the 0.4 level. These five variables were used in the final analysis of the data.

Procedures in the Content Validity of the Instrument Prior to Use

Prior to its use in the study, the instrument was submitted to the following individuals and groups for their reactions and comments in an attempt to establish content validity.

1. A group of five graduate students in the faculty of physical education at the University of Alberta.
2. Three physical education professors at the University of Alberta.
3. Four professional people employed by provincial sport associations as either Technical or Executive Directors.
4. Three sport consultants with Alberta Recreation, Parks and Wildlife.

5. Eighteen volunteer sport administrators at both the municipal and provincial levels.

Factor Analysis

A varimax rotated factor matrix indicated two significant divisions between the fifth and sixth factors and between the sixteenth and seventeenth factors. The sixteen factors accounted for 73.7% of the variance but the interpretation of the results proved unsatisfactory. A second analysis was conducted on five factors which accounted for 41.2% of the variance. (See Table III) All those questions with a loading of 0.4 or above were considered for analysis. The questions are identified in Table IV and the factors are named and described as follows:

Factor 1. Affiliation: "...To enjoyably cooperate and reciprocate with another person." (Murray, 1938:174) According to Murray, most things may be done in cooperation with another and almost every need may fuse with the need Affiliation. He cites the example of the need Achievement where a person must collaborate to accomplish something and need Autonomy where a person must seek the cooperation of others to satisfy the desire to be free.

Factor 2. Nurturance: "...The tendency to want to assist others who need support and assistance." (Murray, 1938:181) Murray indicated that the need Nurturance could be fused with the needs of Affiliation and Deference and cites the example of a person caring for a sick friend whom he holds in high esteem.

TABLE III

VARIMAX ROTATION FIVE FACTOR ANALYSIS FOR PERCEIVED NEEDS (N=79)

Questionnaire Items	Factor Loadings				
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
V1	0.14465	-0.17902	0.19710	0.22490	0.35178
V2	-0.18476	0.03122	0.05026	0.70771	-0.30406
V3	-0.00100	0.29261	-0.23486	0.41216	0.08822
V4	0.17847	0.23848	0.34120	-0.01056	0.18478
V5	0.21136	0.09381	0.18133	0.04703	-0.62694
V6	0.03548	0.11988	0.15593	0.40330	0.25246
V7	0.65112	0.10489	0.04007	0.15247	-0.09045
V8	0.60445	0.18161	0.06752	0.00572	-0.13694
V9	-0.12986	0.01976	0.04689	0.73004	0.02603
V10	0.12040	-0.06436	0.58424	-0.00792	0.13288
V11	0.50301	-0.05192	0.23116	0.40654	0.23056
V12	0.02496	0.64076	-0.08723	0.14738	0.16623
V13	0.05572	0.37439	-0.10550	-0.20705	-0.37576
V14	-0.30924	-0.02655	0.40528	-0.14909	0.21964
V15	0.15214	-0.14004	-0.16930	0.64531	0.03036
V16	-0.42703	0.18598	0.33276	0.09262	0.04579
V17	0.34103	0.20062	-0.18933	0.05667	-0.64107
V18	0.04981	0.23785	-0.02078	0.45768	-0.10726
V19	-0.03798	0.11043	0.68279	-0.06246	-0.18268
V20	0.14012	0.54837	0.08803	0.04265	-0.05353
V21	-0.14708	0.58662	0.10335	-0.04759	-0.13944
V22	0.33833	0.33524	0.21024	0.20533	0.18431
V23	0.80856	0.11013	-0.02915	0.10061	0.04413
V24	0.38306	-0.06146	0.02938	0.57405	0.39431
V25	0.17608	-0.03052	0.50401	0.34065	0.02791
V26	-0.09109	0.25370	0.08041	-0.02193	-0.26786

TABLE III (Cont'd)

Questionnaire Items	Factor Loadings				
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
V27	0.13493	0.13440	0.16387	0.45674	-0.04505
V28	-0.10954	0.11297	0.23847	-0.03298	0.50042
V29	-0.17265	-0.10087	0.67846	0.00332	0.17519
V30	0.18619	0.25512	-0.33315	0.04898	0.45599
V31	-0.14875	0.14992	-0.04157	0.08852	0.44512
V32	0.01403	0.50305	0.23619	0.21252	-0.04367
V33	-0.44497	0.12043	0.48625	0.25966	-0.13692
V34	0.23187	0.17340	0.18292	0.44970	0.29687
V35	0.07724	0.62717	0.08256	0.08787	0.14103
V36	0.16398	-0.14217	0.34929	0.38134	0.05943
V37	-0.29086	0.22573	0.24311	0.35568	0.14632
V38	0.60277	0.08992	-0.04935	0.11286	-0.02409
V39	0.26388	0.35153	0.35460	0.02374	0.07339
V40	0.23780	0.69650	-0.21119	-0.02143	0.07042
V41	0.08076	0.26343	-0.05411	0.51499	0.29992
V42	0.13081	0.09951	0.13176	0.64000	0.23916
V43	0.00223	0.15780	0.33754	0.23553	0.51128
V44	0.31609	0.03324	0.26478	0.29704	0.29186
V45	-0.14854	0.43009	0.03505	-0.04076	-0.35838
V46	-0.17777	0.22668	0.46556	-0.02653	-0.16879
V47	0.11196	0.65584	0.01406	0.23676	0.04966
V48	0.59913	-0.03297	0.15005	0.02703	-0.19176
V49	0.17540	-0.01514	0.50395	0.21165	0.02457

TABLE IV

ATTITUDE QUESTION ITEMS WITHIN EACH FACTOR

Affiliation

7. I enjoy being with my friends.

8. I like to accept social invitations rather than stay at home.

11. I feel very satisfied when I have successfully accomplished a demanding task.

16. I feel I am unable to do my best work when I have to work with someone.

23. I feel I enjoy meeting people.

38. I feel it is important that people should attempt to make new acquaintances.

48. I like to enjoy myself at parties and other social gatherings.

Nurturance

12. I feel I am easily moved by the misfortune of others.

20. I feel I am a gentle and protective person.

21. I feel I usually consent to the wishes of my friends.

32. I feel I take great pain not to hurt the feelings of someone close to me.

35. I feel bound by the loyalty I have for my friends.

40. I feel I would like to improve the situation of people who are sick or unfortunate.

45. I like to seek and follow advice.

47. I feel I go out of my way to comfort people when they are unhappy.

TABLE IV (Continued)

Dominance

10. I feel I can better manipulate my organization by chairing the meetings.

14. I feel I do not like my decision influenced by someone else.

19. I like the sense of power that comes with being able to control the action of others.

25. I feel I would rather influence others than have them influence me.

29. I feel I usually direct the decision making in my association.

33. I have to have my life so arranged that it runs smoothly and without much change in my plans.

46. I like to have the times of my meals planned in advance.

49. I like to have my viewpoint accepted rather than the viewpoint of someone else.

Order

2. I like to keep my letters and other papers neatly arranged and filed.

3. I like to give my time and energy to those who need it.

6. I feel I set difficult goals for myself.

9. I like to have all the written work I do precise and well organized.

15. I like to work hard at a job rather than idly spending my time.

18. I like to be punctual for all my meetings.

24. I like to be clear and exact when I talk to people.

27. I feel that my self respect depends on my accomplishing a challenging task.

TABLE 1V (Continued)

34. I feel there is no substitute for attempting to improve personal performance.

36. I feel I am driven to greater efforts because I am ambitous.

41. I like to accept the opinions of people I respect.

42. I like to have my work organized and planned before beginning it.

Autonomy

5. I like to follow instructions and do what is expected of me.

17. I like the fellowship of others rather than being by myself.

28. I like to go my own way regardless of the opinion of others.

30. I feel I am capable of putting myself in the background and working for something I value.

31. I feel I ought to disregard the opinions of others when these opinions might restrict my freedom.

43. I like to devise my own ways of solving problems.

Factor 3. Dominance: "...To control one's human environment and direct the behaviour of others." (Murray, 1938:152) This need is considered fused with the needs of Autonomy and Order as a person with high personal standards of performance might achieve a position of authority and subsequently greater personal freedom and independence.

Factor 4. Order: "...The organization of a subjects immediate environment." (Murray, 1938:200) This need is closely fused with the need Achievement which has been defined as the desire to do things as well or as rapidly as possible and can be attributed to a variety of behaviour patterns. (Murray, 1938:164) It is not too difficult, under these definitions, to see the connections between the need Order and the need Achievement. A person who sets high personal standards and is punctual and precise might well consider those behaviour patterns as achievement oriented.

Factor 5. Autonomy: "...To be independent and free and to act according to impulse." (Murray 1938:156). The need Autonomy appears to have a close affinity with freedom and independence and the potential for it to be fused with the need Dominance was indicated in an earlier discussion. A surprisingly high loading variable in this factor was the need Deference. However, Murray has indicated that on occasions the need Dominance can be fused with the need Deference and cites the example of a person who is loyal and submissive to his superiors and dominant to people below him. A similar example might be a person who defers to a group decision which will ultimately give him the freedom and independence he desires.

Discussion of the Factor Analysis

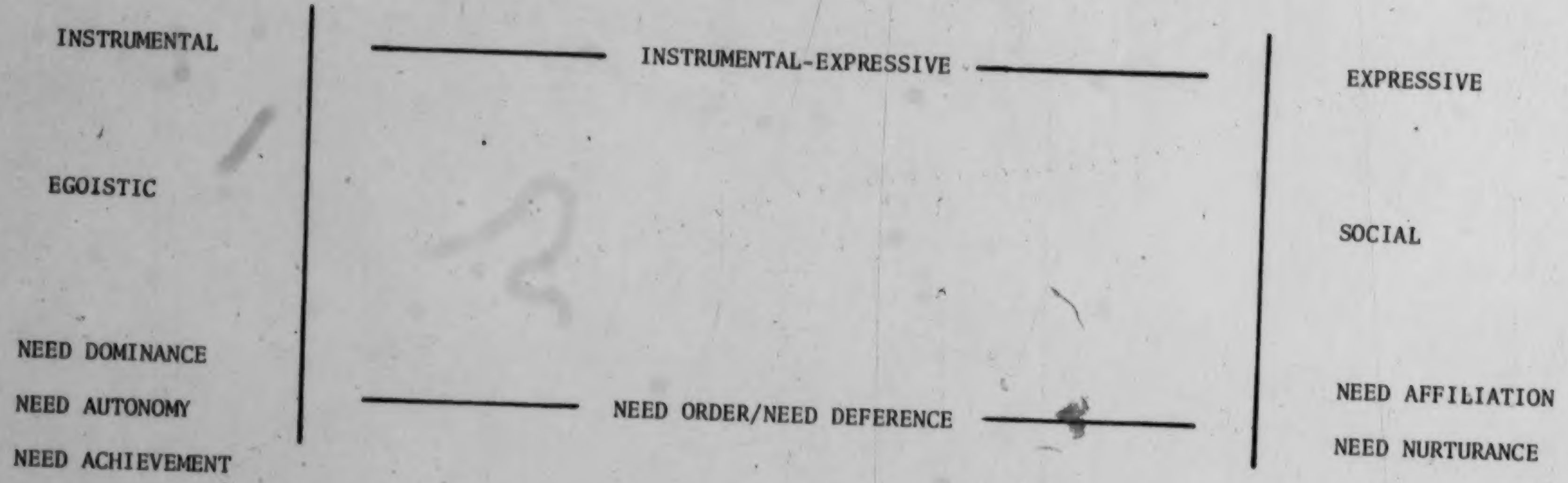
When such a rigorous statistical procedure as a factor analysis is applied to survey data of this nature it is not surprising that a number of question items become interrelated with each other. However, prior to the factor analysis data being available it was predicted that each person's perception of each question item might be different and that certain needs might be closely fused with each other. In fact, the initial reaction to the seven variables prior to the factor analysis was that the results would show a three dimensional scale, whereby the social oriented question items might be in one group, the egoistic question items might form a second group, and that a third group accommodating the needs of Deference and Order might form a category between the social and egoistic orientations. Figure II offers a diagramatic explanation of these groupings.

Interestingly enough, the Instrumental-Expressive typology discussed in the review of literature and formulated by Gordon and Babchuck (1966) very closely replicates the proposed groupings with the instrumental-expressive categories being bridged by the needs Deference and Order.

The results of the factor analysis indicated five distinct variables and upon examination of the question items that made up each factor the following interrelations had occurred:

FIGURE II

THE INSTRUMENTAL-EXPRESSIVE TYPOLOGY AS IT RELATES TO THE PERCEIVED NEEDS GROUPINGS PRIOR TO THE FACTOR ANALYSIS


INSTRUMENTAL
INSTRUMENTAL-EXPRESSIVE
EXPRESSIVE
EGOISTIC
SOCIAL
NEED DOMINANCE
NEED AUTONOMY
NEED ACHIEVEMENT
NEED ORDER/NEED DEFERENCE
NEED AFFILIATION
NEED NURTURANCE

Factor 1 - 5 question items - need Affiliation*
- 1 question item - need Achievement
- 1 question item - need Autonomy

Factor 2 - 5 question items - need Nurturance*
- 2 question items - need Deference
- 1 question item - need Affiliation

Factor 3 - 6 question items - need Dominance*
- 1 question item - need Deference
- 1 question item - need Order

Factor 4 - 6 question items - need Order*
- 5 question items - need Achievement

Factor 5 - 3 question items - need Autonomy*
- 2 question items - need Deference
- 1 question item - need Affiliation

*Indicates the name given to each factor based upon the majority of question items appearing in each factor.

The first factor included five question items that were originally designed to measure the ~~need~~ Affiliation. Two additional question items had high loadings above 0.4 including one from the need Achievement and one from the need Autonomy. The factor was so highly loaded in favour of the need Affiliation that it was deemed appropriate to call the factor need Affiliation. In Figure II the need Affiliation represents a social or expressive orientation of the perceived needs of volunteer administrators on provincial sport associations.

Factor 2 included five question items from the need Nurturance, two from the need Deference and one from the need Affiliation. The factor was so high loading in favour of the need Nurturance that it was deemed appropriate to name the factor need Nurturance. The need represents a social or instrumental orientation of the perceived needs of volunteer administrators on provincial sport associations.

Factor 3 included six question items from the need Dominance, one question item from the need Order and one from the need Deference. This was undoubtedly one of the strongest factors evolving from the analysis with six out of the seven original dominance questions loading above 0.4 in the same factor. The need Dominance represents an egoistic or instrumental orientation of the perceived needs of volunteer administrators on provincial sport associations.

Factor 4 included six question items from the need Order and five from the need Achievement. The nature of the questions in both need Order and need Achievement are closely related as a person who strives for success and tangible rewards could conceivably associate punctuality, tidiness and system in his immediate environment as supporting the need Achievement. Because the majority of question items came from the need Order the factor was named need Order. The need Order represents an egoistic or expressive orientation of the perceived needs of volunteer administrators on provincial sport associations.

The fifth and final factor included three question items from the need Autonomy, two from the need Deference and one from the need Affiliation. Because the majority of question items loading above 0.4 were from the need Autonomy the factor was named need Autonomy. In this factor there was a negative correlation with the need Deference which has been defined as conformity to group norms, submission and yielding to others. This correlation was to be expected as the need is virtually opposite to the need Autonomy which measures the need to be free and independent. The fusion between the need Autonomy and the need Deference might represent an instrumental-expressive orientation of the perceived needs of volunteer administrators on provincial sport associations.

If one were to examine the continuum of needs diagrammatically the proposed framework would have changed slightly. (See Figure III) The difference being that the need Order has been fused with the need Achievement and the need Autonomy with the need Deference. The other three variables remain the same.

Treatment of Data

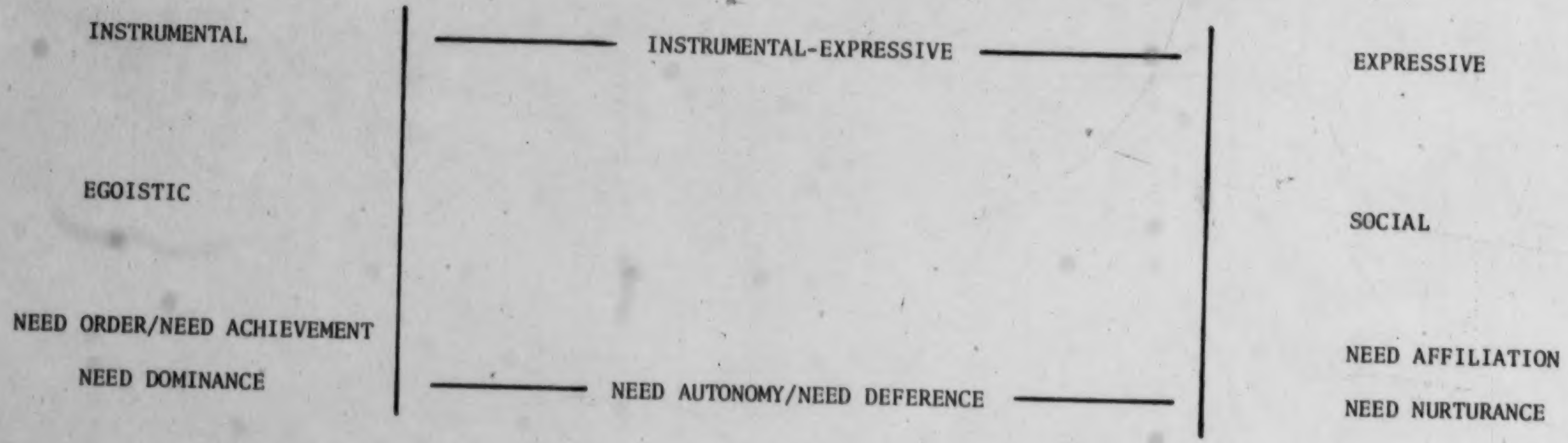
Data from the completed questionnaires was recorded on computer punch cards and then analyzed by using various programs from the Statistical Packages for the Social Sciences.

Sub-problems one, two and three were analyzed by the Mann Whitney U Test which was corrected for tied scores and sub-problems four and five were analyzed by the Kruskal-Wallis Analysis of Variance by Rankswhich was also corrected for tied scores.

Following the initial analysis the means and standard deviations for each of the five needs in each of the five sub-problems

FIGURE 111

THE INSTRUMENTAL-EXPRESSIVE TYPOLOGY AS IT RELATES
TO THE PERCEIVED NEEDS GROUPINGS AFTER THE FACTOR ANALYSIS


INSTRUMENTAL
INSTRUMENTAL-EXPRESSIVE
EXPRESSIVE
EGOISTIC
SOCIAL
NEED ORDER/NEED ACHIEVEMENT
NEED DOMINANCE
NEED AUTONOMY/NEED DEFERENCE
NEED AFFILIATION
NEED NURTURANCE

were calculated and compared.

CHAPTER 1V

RESULTS AND DISCUSSION

Introduction

The aim of this chapter is to restate the sub-problems and to present the analysis of data along with a discussion of the findings relating to each sub-problem. A statement of the statistical tests used in the analysis of each sub-problem will be followed by details pertaining to the size and characteristics of each group. The results of the analysis for significant differences will include the obtained z or H scores and the necessary value for significance at the .05 level. Following this analysis each sub-problem will be further examined as the means and standard deviations for each need will be calculated. These calculations will facilitate additional observations and comparisons between groups.

Analysis of Sub-Problem 1

The first sub-problem is concerned with the relationship between the perceived needs of male and female volunteers who serve on provincial sport association executives and asks:

> Is there any significant difference between the perceived needs of male and female volunteers who serve on the executive of provincial sport associations?

Since the measurement of the needs Affiliation, Autonomy, Dominance, Nurturance and Order provided ordinal data, the Mann-Whitney U Test was selected as an appropriate statistical procedure. Table V lists the size and characteristics of both groups.

TABLE V

THE SAMPLE SIZE AND CHARACTERISTICS OF MALE AND FEMALE VOLUNTEERS ON PROVINCIAL SPORT ASSOCIATION EXECUTIVES

Sex	No.	Age				Position on Executive			Previous Involvement		Family Involvement	
		1	2	3	4	P.	S/T	T.D.	Yes	No	Yes	No
MALE	57	13	15	17	12	26	18	13	54	3	30	27
FEMALE	22	4	6	7	5	7	9	6	19	3	12	10
Total =	79											

KEY:

Age:
1 - 20-29 years
2 - 30-39 years
3 - 40-49 years
4 - 50+ years

Position on Executive:
P - President
S/T - Secretary/Treasurer
T.D.- Technical Director

Table VI indicates that only the need Order reached the necessary critical value for an indication of a significant difference between the groups at the .05 level. The conclusion was thus reached that male and female volunteers were not significantly different on the needs of Affiliation, Autonomy, Dominance and Nurturance but that they were significantly different on the need Order.

A further examination of the data was undertaken and the means and standard deviations for each of the five needs were calculated and compared. Reference to Table VII indicates that females scored generally higher than males on the needs of Affiliation, Nurturance, Autonomy and Order and that males scored higher on the need Dominance.

The indication of significant difference on the need Order and the directionality as determined by the means in favour of females was an interesting finding, especially in view of the fusion of the need Order with the need Achievement following the factor analysis. The literature has indicated that the need Achievement is a stronger male characteristic that is influenced by age and education. (Grossack, 1957; Klett, 1957)

Two items of biographic information from Table V regarding females in this sample provides a possible explanation of the findings. Firstly, nineteen of twenty-two females were actively involved in their sport in an athletic capacity prior to assuming their position on the provincial sport association executive. This might suggest that they were competitively engaged in the sport and could conceivably have developed strong needs for competition and achievement

TABLE VI

NECESSARY CRITICAL VALUES AND Z SCORES FOR NEEDS AFFILIATION, AUTONOMY, DOMINANCE, ORDER AND NURTURANCE FOR MALE AND FEMALE VOLUNTEERS EXECUTIVES ON PROVINCIAL SPORT ASSOCIATIONS

Variable	Obtained Z Score	Necessary Critical Value
Affiliation	-0.976	
Autonomy	-0.146	Equal to or greater than: 1.96 at the .05 level
Dominance	-0.347	
Nuturance	-0.275	
Order	-2.425*	

* Significant at the .05 level

TABLE VII

THE MEANS AND STANDARD DEVIATIONS FOR MALE AND FEMALE VOLUNTEER EXECUTIVES ON PROVINCIAL SPORT ASSOCIATIONS

Sex	Affiliation		Nurturance		Dominance		Order		Autonomy	
	M.	S.D.	M.	S.D.	M.	S.D.	M.	S.D.	M.	S.D.
Male	21.088	2.097	21.947	2.665	19.561	3.026	37.228	4.022	16.351	1.445
Female	21.318	2.737	22.409	3.589	18.318	2.583	37.318	4.486	16.636	1.582

which manifest themselves in the need for Order in this study. Secondly, nine out of the twenty-two females are secretary/treasurers in their association. The role of the secretary/treasurer in a provincial sport association is such that the question items that relate to the need Order might be highly characteristic of people serving in these positions. For example, to be neat, articulate and precise in all written work is an aspect of the secretary/treasurers role that is vital to the success of the organization. These two factors may have influenced the outcome which appears to be somewhat contradictory to the previously reviewed literature considering the need Order.

After further examination of the mean scores it would appear that females scored generally higher on the two social needs of Affiliation and Nurturance. This was to be expected however, as the literature suggests the need Nurturance is a particularly strong female trait and female volunteers tend to exhibit social and altruistic orientations toward their volunteer work. (Howarth, 1976) This would suggest that females had a leaning toward the social or expressive end of the needs continuum outlined earlier, as they scored higher than males on both the social needs of Affiliation and Nurturance and on the social-egoistic need for Autonomy. Males, on the other hand, scored higher on the need for Dominance which would suggest that when compared to females they have a leaning toward the egoistic or instrumental end of the needs continuum.

Levinson (1970) discussed the need Dominance in relation to business executives and indicated that the need was a central component of the motivation of an executive to his work. He looks for an individual to manifest this need in his desire to overcome or become better than the organizational climate in which he is immersed, his competitors and his colleagues. Table V shows that of the 57 males in the sample 26 were Presidents of their provincial sport associations and are ultimately accountable for the maintenance and operation of the association. This would tend to support Levinson's discussion in which he suggested that the executive position will demand a certain role to be played by the actor that might conceivably develop an egoistic pattern of needs.

This supposition regarding the need Dominance is supported in sub-problem 5 when the need Dominance is analyzed by position on the executive.

Analysis of Sub-Problem 2

The second sub-problem looks at the relationship between the perceived needs of volunteers with no immediate family actively participating in their sport and those with immediate family participating and asks:

> Is there any significant differences between the perceived needs of those members of a provincial sport association executive with immediate family participating in their sport and those without immediate family participating in their sport?

As with the first sub-problem the Mann-Whitney U Test was judged to be the most acceptable statistical test. Table VIII indicates the sample size and characteristics and Table IX provides the obtained z scores for each need and the necessary critical values.

Table IX indicates that none of the five scores reached a value of 1.96 necessary for an indication of a significant difference

TABLE VIII

THE SAMPLE SIZE AND CHARACTERISTICS OF VOLUNTEERS WITH IMMEDIATE FAMILY PARTICIPATING IN THEIR SPORT AND THOSE WITH NO IMMEDIATE FAMILY PARTICIPATING IN THEIR SPORT

Immediate Family Participation in the Sport	No.	Sex		Position on Executive			Previous Participation in the Sport		Age			
		M	F	P	S/T	T.D.	Yes	No	1	2	3	4
Yes	42	30	12	22	13	8	37	5	5	9	17	11
No	37	27	10	11	14	12	36	1	12	12	7	6
Total =	79											

TABLE IX

NECESSARY CRITICAL VALUES AND CORRECTED Z SCORES FOR NEEDS AFFILIATION, AUTONOMY, DOMINANCE, NURTURANCE AND ORDER FOR VOLUNTEER WITH IMMEDIATE FAMILY PARTICIPATION IN THEIR SPORT AND THOSE WITH NO IMMEDIATE FAMILY PARTICIPATION IN THEIR SPORT

Variable	Obtained z Scores	Necessary Critical Value
Affiliation	-1.789	Equal to or greater than: 1.96 at the .05 level
Autonomy	-0.071	
Dominance	-0.780	
Nuturance	-0.835	
Order	-0.849	

between volunteers with immediate family participating in the sport and those without immediate family participating in their sport on the needs of Affiliation, Autonomy, Dominance, Nurturance and Order.

Additional analysis was conducted on this sub-problem and the means and standard deviations were calculated and compared. Table X indicates that those executives with immediate family participating in their sport scored higher on the needs of Affiliation, Nurturance, Order and Dominance and those executives with no immediate family participating in their sport scored higher on the need Autonomy. Comparatively speaking there was a much higher score on the need Affiliation in favour of those volunteers with immediate family participating in the sport.

Very little can be said in terms of an explanation of this finding as both groups will tend to identify strongly with the need Affiliation. The literature, however, indicates that the need for Affiliation is evident in most situations and is considered of paramount importance to people in volunteer work. (Cull and Hardy, 1975; Schindler-Rainman and Lippitt, 1971)

A further examination of the mean scores indicates that those volunteers with immediate family participating in the sport scored higher on the need Nurturance. Many volunteer administrators, during informal discussions, have insisted that the only reason they decided to serve on the provincial sport association executive was because their children were actively participating in the sport - generallly at a high level of competition. The results would seem to

TABLE X

THE MEAN AND STANDARD DEVIATIONS FOR THOSE VOLUNTEERS WITH IMMEDIATE FAMILY PARTICIPATION IN THEIR SPORT AND THOSE WITH NO IMMEDIATE FAMILY PARTICIPATION IN THEIR SPORT

Immediate Family Participation in the Sport	Affiliation		Nurturance		Dominance		Order		Autonomy	
	M.	S.D.	M.	S.D.	M.	S.D.	M.	S.D.	M.	S.D.
Yes	21.50	2.51	22.19	3.29	19.38	3.03	37.619	5.108	16.309	1.551
No	20.757	1.951	21.946	2.514	19.027	2.862	36.838	2.636	16.567	1.405

support this contention although there appears to be a stronger leaning toward the need Affiliation as there was a significant difference between the two groups on this need. Generally speaking, the sub-sample with immediate family participating in their sport scored higher on the social needs of Affiliation and Nurturance and on the egoistic needs of Order and Dominance.

Only the need Autonomy was higher for executives with no immediate family participating in their sport. It is interesting to note that this particular sub-sample was the younger of the two groups in that twenty-four of the thirty-seven respondents were under forty years of age. Further, only one of the thirty-seven volunteers indicated no previous participation in their sport which might lead to the conclusion that perhaps when age and previous participation in the sport are coupled with a lack of immediate family involvement in the sport the social-egoistic need of Autonomy scores higher.

Analysis of Sub-problem 3

The third sub-problem analyzed the relationship between those volunteers who were previously active in their sport and those who had never previously been involved in their sport and asks:

> Is there any significant difference between the perceived needs of those members of provincial sport association executives who previously participated in their sport and those who have never previously participated in their sport?

Again the Mann-Whitney U Test was considered to be the most appropriate statistical test. Table XI outlines the sample size and characteristics of each group and Table XII reveals the obtained z scores and necessary critical values for significance at the .05 level.

TABLE XI

THE SAMPLE SIZE AND CHARACTERISTICS OF VOLUNTEERS WITH PREVIOUS PARTICIPATION IN THEIR SPORT AND THOSE WITH NO PREVIOUS PARTICIPATION IN THEIR SPORT

Previous Participation in the Sport	No.	Age				Sex		Position on Executive			Immediate Family Involvement	
		1	2	3	4	M.	F.	P.	S/T	T.D.	Yes	No
Yes	73	16	21	20	16	54	19	30	24	19	37	36
No	6	1	0	4	1	3	3	3	3	0	5	1
TOTAL =	79											

TABLE XII

NECESSARY CRITICAL VALUES AND CORRECTED Z SCORES FOR NEEDS AFFILIATION, AUTONOMY, DOMINANCE, NURTURANCE AND ORDER FOR VOLUNTEERS WHO HAD PREVIOUSLY PARTICIPATED IN THEIR SPORT AND THOSE WHO HAD NEVER PREVIOUSLY PARTICIPATED IN THEIR SPORT

Variable	Obtained Z Score	Necessary Critical Value
Affiliation	-1.539	Equal to or greater than: 1.96 at the .05 level
Autonomy	-1.626	
Dominance	-1.460	
Nurturance	-0.791	
Order	-2.509*	

* Significant at the .05 level

An examination of the results in Table XII indicates that only the need Order reached the necessary critical value for an indication of significance at the .05 level. The conclusion was thus reached that there was no significant difference between volunteers who previously participated in their sport and those who had not previously participated in their sport on the needs of Affiliation, Autonomy, Dominance and Nurturance but that they were significantly different on the need Order.

Table XIII indicates that the means for those respondents who previously participated in their sport were generally higher on each of the five needs and further suggests that the significant difference on the need Order was in favour of those volunteers who previously participated in their sport. This result was not surprising as the need was defined as an egoistic or instrumental orientation that was measured by question items that relate to success, determination, ambition and improved personal performance. These traits might well have been nurtured and developed through competition in sport and could conceivably manifest themselves in the need Order. When one combines an executives previous participation in the sport with the role of a provincial sport administrator who might value qualities of punctuality, neatness and precision in written work and general behaviour; it's understandable that this group would score highly on this need.

This discussion of the means of the two sub-samples should be somewhat tempered in view of the gross discrepancies between the number of respondents in each category in favour of those volunteers

TABLE XIII

THE MEANS AND STANDARD DEVIATIONS FOR THOSE VOLUNTEERS WHO PREVIOUSLY PARTICIPATED IN THEIR SPORT AND THOSE WHO NEVER PREVIOUSLY PARTICIPATED IN THEIR SPORT

Previous Participation in the Sport	Affiliation		Nurturance		Dominance		Order		Autonomy	
	M.	S.D.	M.	S.D.	M.	S.D.	M.	S.D.	M.	S.D.
Yes	21.246	2.322	22.150	2.922	19.356	2.939	37.616	4.006	16.493	1.500
No	20.000	1.528	21.167	3.236	17.500	2.693	32.883	3.337	15.667	1.106

who previously participated in their sport. ($N._1$=73, N_2=6). It is interesting to note, however, that the vast majority of volunteer executives on provincial sport associations in Alberta have previously participated in their sport in an athletic capacity prior to them assuming their executive position.

Analysis of Sub-Problem 4

The fourth sub-problem examines the relationship between volunteers of different age groups and asks:

> Is there any significant difference between the perceived needs of volunteers of different age groups who serve on the executive of provincial sport associations?

Due to the analysis being between four groups, the Kruskal-Wallis Analysis of Variance by Ranks was considered an acceptable statistical test. The sample size and characteristics of the group are outlined in Table X1V and the obtained H scores and necessary critical values for significance are outlined in Table XV. Reference to the Table of Chi Square (Seigel, 1956:249) reveals that a necessary critical value equal to or greater than 7.82 is required to show an indication of a significant difference between the groups at the .05 level.

A comparison of the obtained H scores with the necessary critical values indicated that no significant difference was to be found at the .05 level for the needs of Affiliation, Autonomy, Dominance, Nurturance and Order. However, the H scores on the needs of Nurturance and Dominance were distinctly higher than on the other three needs which, comparatively speaking, suggests a greater

TABLE XIV

THE SAMPLE SIZE AND CHARACTERISTICS OF VOLUNTEERS OF DIFFERENT AGE GROUPS ON PROVINCIAL SPORT ASSOCIATION EXECUTIVES

Age	No.	Sex		Position on Executive			Previous Participation		Immediate Family Invol.	
		M.	F.	P.	S/T	T.D.	Yes	No	Yes	No
20 - 29 years	17	13	4	2	9	6	16	1	5	12
30 - 39 years	21	15	6	9	5	7	21	0	9	12
40 - 49 years	24	17	7	13	8	3	20	4	17	7
50+ years	17	12	5	8	6	3	16	1	11	6

TABLE XV

NECESSARY CRITICAL VALUES AND CORRECTED H SCORES FOR NEEDS AFFILIATION, AUTONOMY, DOMINANCE, NURTURANCE AND ORDER FOR VOLUNTEERS OF DIFFERENT AGE CATEGORIES

Variable	Obtained H Score	D.F.	Necessary Critical Value
Affiliation	0.917	3	Equal to or greater than 7.82 at the .05 level
Autonomy	1.060	3	
Dominance	5.178	3	
Nurturance	5.659	3	
Order	0.712	3	

leaning toward a significant difference.

Table XVl presents the means and standard deviations for each age group on each of the five needs and are arranged in rank order to facilitate comparisons between groups. Reference to the need Nurturance indicates that the 50+ years of age category scored higher on this need than any other age group. Table XIV indicates that eleven of the seventeen respondents had immediate family participating in the sport which might influence their higher scores on the need Nurturance. This need might also feature highly in favour of those executives who previously participated in their sport and who feel they might want to give some of their time and energy back to the sport. In the 50+ age group sixteen of the seventeen respondents indicated they were previously active in their sport. The literature suggests that the need Nurturance is a stronger female trait but in this sub-sample twelve of the seventeen respondents were male. This suggests that, perhaps, the need Nurturance is dependent upon age as much as sex and that immediate family involvement and previous participation in the sport could have a positive effect on this need.

The 20-29 years of age category recorded the highest mean scores on the need Dominance. Table XIV indicates that twelve of the seventeen respondents in this group did not have any immediate family involvement and sixteen of the seventeen had previously participated in the sport. This seems to suggest that in this, the youngest age category, the opportunity to make decisions on behalf of the association and to have some degree of influence in the maintenance and operation of the sport is particularly important. Perhaps, at this age level it is considered

TABLE XVI

THE MEAN AND STANDARD DEVIATION BY RANK ORDER OF NEEDS FOR VOLUNTEERS IN PROVINCIAL SPORT ASSOCIATIONS OF DIFFERENT AGE GROUPS

Age	Need Affiliation		Age	Need Nurturance	
	M.	S.D.		M.	S.D.
1. 30-39 years	21.391	2.380	1. 50+ years	23.529	1.46
2. 40-49 years	21.250	2.146	2. 30-39 years	22.190	2.701
3. 20-29 years	21.000	2.590	3. 40-49 years	21.417	3.174
4. 50+ years	20.882	2.062	4. 20-29 years	21.412	3.482

Age	Need Dominance		Age	Need Order	
	M.	S.D.		M.	S.D.
1. 20-29 years	20.647	4.058	1. 50+ years	38.118	4.431
2. 40-49 years	19.167	3.158	2. 40-49 years	37.292	3.400
3. 50+ years	18.823	1.689	3. 30-39 years	37.000	4.364
4. 30-39 years	18.428	1.892	4. 20-29 years	36.647	3.803

Age	Need Autonomy	
	M.	S.D.
1. 30-39 years	16.762	1.849
2. 20-29 years	16.412	0.911
3. 40-49 years	16.333	1.700
4. 50+ years	16.176	0.984

very prestigous to be elected to the executive of a provincial sport association.

The mean scores on the needs of Affiliation and Autonomy indicated that the 30-39 years of age category recorded higher scores. This finding would seem to suggest that this age group had a leaning toward the social needs in the survey, especially as they ranked second behind the 50+ age category on the need Nurturance.

The 40-49 years of age category ranked second on the needs of Affiliation, Dominance and Order. Table XIV indicates that thirteen of the twenty-four respondents in this category were Presidents of their associations which could explain their higher scores on the needs Dominance and Order. As discussed earlier, the need for Affiliation was strong throughout all the age categories and seems to be a variable that all the respondents hold in high regard.

Analysis of Sub-Problem 5

The fifth sub-problem looks at the relationship between volunteers serving in different positions on a provincial sport association executive and asks:

> Is there any significant difference between the perceived needs of volunteers serving as Presidents, Secretary/Treasurers and Technical Directors on provincial sport association executives.

As with sub-problem 4 the Kruskal -Wallis Analysis of Variance by Ranks was considered an appropriate statistical test. Table XVII provides a description of the sample and Table XVIII makes a comparison of the obtained H scores and the necessary critical values for significance. Reference to the Table of Chi-Square in Seigel

TABLE XVII

THE SAMPLE SIZE AND CHARACTERISTICS OF VOLUNTEERS WHO SERVE AS PRESIDENTS, SECRETARY/TREASURERS AND TECHNICAL DIRECTORS ON PROVINCIAL SPORT ASSOCIATIONS

Position on Executive	No.	Sex		Age				Previous Participation		Immediate Family Involvement	
		M.	F.	1	2	3	4	Yes	No	Yes	No
Presidents	33	26	7	2	9	13	8	30	3	22	11
Secretary/ Treasurers	27	18	9	9	5	8	6	24	3	13	14
Technical Director	19	13	6	6	7	3	3	19	0	7	12

TABLE XVIII

NECESSARY CRITICAL VALUES AND CORRECTED H SCORES FOR NEEDS AFFILIATION, AUTONOMY, DOMINANCE, NURTURANCE AND ORDER FOR VOLUNTEERS SERVING AS PRESIDENTS, SECRETARY/TREASURERS AND TECHNICAL DIRECTORS IN PROVINCIAL SPORT ASSOCIATIONS

Variable	Obtained H Score	D.F.	Necessary Critical Value
Affiliation	0.316	2.00	
Autonomy	0.365	2.00	Equal to or greater than: 5.99 at the .05 level
Dominance	0.209	2.00	
Nurturance	1.276	2.00	
Order	3.589	2.00	

(1956:249) reveals that the critical value at the .05 level with 2 degrees of freedom is 5.99. The conclusion drawn from the results is that there is no significant difference between volunteers serving on different positions on provincial sport association executives on the needs of Affiliation, Autonomy, Dominance, Nurturance and Order.

A closer examination of Table XV11l indicates a particularly high loading on the need Order but from these results it is impossible to ascertain the direction of any differences. Table X1X presents the means and standard deviations for each executive position on each of the five needs which have been arranged in rank order to facilitate comparisons between groups. Reference to the need Order on Table X1X indicates that Technical Directors scored highest on this need followed by Presidents and then Secretary/Treasurers. The low scores for Secretary/Treasurers was quite surprising as it was felt that the question items that relate to the need Order would be compatable to this position. However, the generally higher scores of Technical Directors on this variable might be explained by reference to Table XV11 that indicates all nineteen respondents in this category had been previously involved in the sport, thirteen out of nineteen were males, and twelve out of nineteen had no immediate family involvement. This suggests that, perhaps, Technical Directors see their role on the provincial sport association as being very pragmatic and highly functional in that they carry out a very specific, task oriented role. The need for precision, accuracy and punctuality could be perceived as an important aspect of their administrative

TABLE XIX

THE MEAN AND STANDARD DEVIATION BY RANK ORDER OF NEEDS FOR VOLUNTEERS SERVING AS PRESIDENTS, SECRETARY/TREASURERS AND TECHNICAL DIRECTORS ON PROVINCIAL SPORT ASSOCIATIONS

Executive Position	Need Affiliation		Executive Position	Need Nurturance	
	M.	S.D.		M.	S.D
1. Presidents	21.333	2.408	1. Sec/Treas.	22.592	2.600
2. Tech. Drs.	21.210	2.525	2. Presidents	22.000	3.143
3. Sec/Treas.	20.889	1.931	3. Tech. Drs.	21.474	2.980

Executive Position	Need Dominance		Executive Position	Need Order	
	M.	S.D.		M.	S.D.
1. Presidents	19.333	3.197	1. Tech. Drs.	38.737	3.795
2. Tech. Drs.	19.158	2.519	2. Presidents	37.303	4.296
3. Sec./Treas.	19.111	2.948	3. Sec./Treas.	36.148	3.884

Executive Position	Need Autonomy	
	M.	S.D.
1. Tech. Drs.	16.737	1.915
2. Presidents	16.364	1.389
3. Sec./Treas.	16.296	1.217

functions and the need for success and improved personal performance could conceivably be typical of their coaching values.

Technical Directors also scored highest on the need for Autonomy although the difference between the means of the three categories was quite small. These results might suggest, however, that Technical Directors have more of an egoistic or instrumental orientation toward their role on the provincial sport association.

Table XIX indicates that Presidents scored higher on the needs for Affiliation and Dominance and ranked second on the needs of Nuturance, Order and Autonomy. Perhaps, these findings may be explained by the nature of the position of President which calls for a person with personal skills in a variety of areas. From the ability to make decision on behalf of the association to the ability to maintain good interpersonal relations with colleagues on the executive and the membership at large.

The Secretary/Treasurers in the sample were ranked third on the needs of Affiliation, Autonomy, Dominance and Order but ranked first on the need for Nurturance. Reference to Table XVII also indicates more executives in this category said they had no immediate family involvement in the sport; which would seem to imply that this factor was not responsible for their high score on this need. Two additional items of information on Table XVII, however, might explain the finding. Initially, twenty-four out of twenty-seven respondents indicated that they previously participated in the sport. This suggests that, perhaps, they felt they would like to give of their time and energy in the maintenance and administration of the sport. This aspect of "giving" freely of one's energies is a central component of altruistic behaviour that is supported in the literature. (Carter, 1975) Secondly, there were more females that indicated they were Secretary/Treasurers of their association than any other executive position and although there were more males than females in the Secretary/Treasurer category the decrease in the male-female ratio could have influenced the mean scores. The literature has indicated that the need Nurturance is a female characteristic as discussed earlier.

CHAPTER V

CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

Summary of the Study

Introduction and Purpose

This study was an analysis of the perceived needs of volunteers serving as Presidents, Secretary/Treasurers and Technical Directors of provincial sport associations in Alberta. Five subproblems were developed that examined the relationship between the perceived needs of the respondents and their sex, their immediate family involvement in their sport, their previous participation in the sport, their age and their position on the executive. If any relationships which exist among these elements could be identified and examined it was felt that this information might assist in the organization and administration of provincial sport associations.

The Data

Seventy-nine provincial sport association executives completed a questionnaire which yielded information pertaining to the five items of biographic characteristics of the sample and the relative strength of seven perceived needs. Of the original seven needs five were utilized in the study following the factor analysis of the data.

The obtained data was subject to a series of statistical analysis including the Mann-Whitney U Test and the Kruskal-Wallis One Way Analysis of Variance. These tests were used to determine the significant differences between the groups. Following this analysis the means and standard deviations for each need in each of the five sub-problems were calculated and provided for a more comprehensive description and discussion of the results.

The Findings

This section deals with the five sub-problems that were developed for the study and briefly outlines the findings associated with them. The inferences drawn from the findings are contained in the section entitled "Conclusions and Implications".

Sub-Problem 1. This sub-problem looks at the relationship between male and female volunteers on the executives of the provincial sport associations in Alberta. The initial analysis for significant differences between the groups indicated that only the need Order reached the necessary critical value for significance at the .05 level. The additional analyses indicated that females scored highest on the needs Affiliation, Autonomy, Nurturance and Order and that males scored highest on the need Dominance.

Sub-Problem 2. The second sub-problem looks at the relationship between those volunteers with immediate family involvement in their sport and those with no immediate family involvement in their sport. The initial analysis found no significant differences between the groups on any of the five needs. The additional analyses indicated that the sub-sample with immediate family involvement in their sport scored highest on the needs Affiliation, Nurturance, Dominance and Order. Those volunteers with no immediate family involvement in their sport scored highest on the need Autonomy.

Sub-Problem 3. The third sub-problem looks at the relationship between those volunteers who previously participated in the sport and those who had never previously participated in the sport. The initial analysis for significant differences between the groups indicated that only the need Order reached the necessary critical value for significance at the .05 level. The additional analyses indicated that those volunteers who previously participated in the sport scored highest on all the needs.

Sub-Problem 4. The fourth sub-problem examines the relationship between volunteers in four different age categories. The initial analysis found no significant difference between any of the groups on any of the five needs. The additional analyses indicated that the 20-29 years of age category scored highest on the need Dominance. The 30-39 years of age category scored highest on the needs Affiliation and Autonomy. The 40-49 years of age category did not rank first on any of the needs but ranked second on the needs of Affiliation, Dominance and Order and ranked third on the needs of Nurturance and Autonomy. The 50+ years of age category scored highest on the need Nurturance.

Sub-Problem 5. The fifth sub-problem looks at the relationship between volunteers serving in different executive positions. The initial analysis indicated no significant difference between any of the groups on any of the five needs. The additional analyses found that Presidents scored highest on the needs Affiliation and Dominance.

Secretary/Treasurers scored highest on the need Nurturance and Technical Directors scored highest on the needs Autonomy and Order.

Conclusions and Implications

This section presents the conclusions and implications derived from each of the five sub-problems.

Sub-Problem 1.

> Is there any significant difference between the perceived needs of male and female volunteers who serve on the executive of provincial sport associations?

Conclusion 1. There was a significant difference between male and female volunteers on the need Order at the .05 level. Sex differences were not associated with any significant differences for the needs Affiliation, Autonomy, Dominance and Nurturance.

Conclusion 2. Females scored higher than males on the needs Affiliation, Nurturance, Autonomy and Order. Thus suggesting a stronger social orientation toward their role in the provincial sport association than males.

Conclusion 3. Males scored higher on the need Dominance than females which suggests that males have an egoistic orientation toward their perceived needs in a provincial sport association.

Implications.

The significant difference in favour of females on the need Order suggests that female volunteers are achievement oriented people who set high personal standards for themselves. This category of volunteers could play an extremely valuable role on the executive of provincial sport associations. Their previous experience in their sport coupled with their determination to be successful in a male dominated sport world could make them aggressive and futuristic sport leaders. Amateur sport in Alberta needs aggressive leaders at the provincial level not only to give the provincial sport associations the visibility they deserve but also to give them the credibility they are striving to achieve. Perhaps provincial sport associations should look at the females of their sport in terms of the roles they might play on the provincial executive. Certainly, females should have the opportunity and be encouraged to run for office provided they have the necessary background and skills.

Sub-Problem 2.

> Is their any significant difference between the perceived needs of those members of provincial sport association executives with immediate family participating in the sport and those with no immediate family participating in their sport?

Conclusion 1. Immediate family involvement was not associated with any significant differences for the needs Affiliation, Autonomy, Dominance, Nurturance and Order.

Conclusion 2. Volunteers with immediate family involvement in the sport scored higher on the needs of Affiliation, Nurturance Dominance and Order than volunteers with no immediate family involvement in the sport. This finding indicates both an egoistic and a social orientation toward their perceived needs in a provincial sport association.

Conclusion 3. Volunteers with no immediate family involvement in the sport scored higher on the need Autonomy than volunteers with immediate family involvement in the sport. This suggests a social-egoistic orientation toward their perceived needs in a provincial sport association with no strong conviction to either end of the needs continuum.

Implications.

The higher mean score on the need Affiliation for those volunteers with immediate family involvement in the sport suggests that there might be more to them assuming their position on the executive of the provincial sport association than simply having their immediate family involved. Although this is probably a related variable once having committed oneself to the executive the social needs are reinforced and become an important aspect of the volunteers work. Perhaps the provincial sport associations should consider making the additional work and responsibility at this level of sport governance socially more rewarding by integrating their competitive programs with opportunities for social gatherings.

Sub-Problem 3.

> Is there any significant difference between the perceived needs of those members of provincial sport association executives who previously participated in their sport and those who have never previously participated in their sport?

Conclusion 1. There was a significant difference between the two sub-samples on the need Order at the .05 level. Previous participation in the sport was independent of any significant differences on the needs Affiliation, Autonomy, Dominance and Nurturance.

Conclusion 2. Volunteers who previously participated in the sport recorded the highest mean scores on each of the five needs. The significant difference between the groups on the need Order was in favour of those volunteers who previously participated in the sport. This would seem to suggest that this category of volunteer executives have a leaning toward the egoistic end of the needs continuum.

Implications.

The higher mean score on the need Order in favour of those volunteers who previously participated in the sport suggests an orientation toward those personalized values of achievement, determination, system, tidiness and organization. If these personality traits can be fused with certain business and management skills the future of amateur sport would be bright. The growth of the provincial sport association in terms of its role in the total sports system now requires that executives adopt a business-like attitude toward their management practices in order to achieve acceptable levels of accountability and credibility. An executive with a previous history in the sport along with a high need for Order and certain choice vocational skills could make a positive contribution to the development of the sport. The provincial sport associations might also consider in service administrators workshops for their executives in an attempt to further their education in certain administrative functions and better equip them for their term in office.

Sub-Problem 4.

> Is there any significant difference between the perceived needs of volunteers of different age groups who serve on the executive of provincial sport associations?

Conclusion 1. Age differences were not associated with any significant differences for the needs Affiliation, Autonomy, Nurturance, Dominance and Order.

Conclusion 2. The 20-29 years of age category recorded the highest mean score on the need Dominance which suggests an egoistic orientation toward their perceived needs in a provincial sport association.

Conclusion 3. The 30-39 years of age category recorded the highest mean scores on the needs Affiliation and Autonomy which suggests a social orientation toward their perceived needs in a provincial sport association.

Conclusion 4. The 40-49 years of age category did not record the highest mean score on any of the five needs in the study. They ranked second on the needs Affiliation, Dominance and Order and third on the needs Nurturance and Autonomy.

Conclusion 5. The 50+ years of age category recorded the highest mean scores on the needs Nurturance and Order which suggests both an egoistic and a social orientation toward their perceived needs in a provincial sport association. The strong directionality of the need Nurturance tending toward significance suggests that the executive in this age category has a leaning toward the social end of the needs continuum.

Implications.

The initial analysis indicated a leaning toward significance on the needs Dominance and Nurturance. Reference to the mean scores on these two needs suggests that the 20-29 years of age category scored highest on the need Dominance and the 50+ years of age category scored highest on the need Nurturance. This leads to the conclusion that perhaps the role of the volunteer executive on the provincial sport association might develop from the egoistic, ambitous, achievement oriented 20-29 years old to the more social, affiliative, altruistic 50+ year old. Perhaps this has implications in terms of the selection of the executive in that the younger, more ambitous candidate might be assigned to program development areas that might go someway toward satisfying this need such as youth or technical coaching coordinator. Similarly, the 50+ year old with strong social needs might be given the opportunity to serve on a variety of sub-committees that lend themselves to meeting people such as a Ways and Means committee or a Special Events committee.

Sub-Problem 5.

> Is there any significant difference between the perceived needs of volunteer sport administrators serving as Presidents, Secretary/Treasurers and Technical Directors on provincial sport association executives?

Conclusion 1. Executive positions were not associated with any significant differences for the needs Affiliation, Autonomy, Dominance, Nurturance and Order.

Conclusion 2. Presidents recorded the highest mean scores on the needs of Affiliation and Dominance which suggests both an egoistic and a social orientation toward their perceived needs in a provincial sport association.

Conclusion 3. Secretary/Treasurers recorded the highest mean score on the need Nurturance which suggests a social orientation toward their perceived needs in a provincial sport association.

Conclusion 4. Technical Directors recorded the highest mean scores on the needs of Autonomy and Order which suggests an egoistic orientation toward their perceived needs in a provincial sport association.

Implications.

The conclusions drawn from this sub-problem tend to support the findings and work of Schindler-Rainman and Lippitt (1971) who indicated that volunteers give freely of their time for a variety of personalized psycho-social needs. The provincial sport association executive is no exception as in the three positions under review each recorded higher mean scores on different needs. It would be inappropriate to make any generalizations about these results in terms of the selection and recruitment of executives but the findings could have implications for the training of volunteer sport administrators. Presidents, for example, tended to score highly on the needs of Affiliation and Dominance which were grouped at either end of the needs continuum. Perhaps Presidents would benefit from training programs of a broad conceptual nature that looked at group dynamics and personal relations skills along with volunteer management and decision making skills. These sessions might be organized to allow these volunteers to lead group discussions and to make presentations on behalf of the group. Technical Directors scored highest on the needs Order and Autonomy which suggests an egoistic orientation toward their role on a provincial sport association. In service training programs that relate to coaching methodology and administration might be appropriate topic areas for volunteers who exhibit the need for personal growth, achievement and planning. The opportunity to represent the province and the association at inter-provincial and national coaching meetings could help to satisfy the need for Order as defined by this study. If the Secretary/Treasurers of provincial sport associations were given the opportunity to work on behalf of the membership in editing and circulating newsletters, organizing executive and committee meetings and be involved in some aspects of competition programming they might achieve some satisfaction of the need Nurturance. The concept of giving freely of one's time and energy in the service of others is a central component of the volunteer ethic. In sport it has a dualistic function in that those volunteers who were previously active in the sport can give something back to its development and, most importantly, that volunteers can dedicate their time to create the opportunity for for Alberta's youth to come together in sport competition and to realize healthy interpersonal relationships in the pursuit of excellence.

Recommendations for Further Study.

1. The study was restricted to the provincial sport associations in the province of Alberta. They have their own unique problems and concerns that evolve from the social, political and economic climate of the time. Other studies might examine the perceived needs of volunteer executives in provincial sport associations in other provinces where their roles and functions might differ considerably from their counterparts in Alberta.

2. This study was restricted to provincial sport associations which is only one level of sport governance in Canada. Other studies might examine the perceived needs of volunteer sport administrators at the community and national levels.

3. This study was confined to the volunteer sport administrator in Alberta. In many provinces amateur sport organizations at the provincial level are hiring full-time, professional people to assist with the administrative functions of the association. A perceived needs

assessment of professional people in amateur sport would make a worthwhile contribution to the field.

4. A follow-up study using a pre-validated questionnaire such as the Edwards Personal Preference Schedule (1965) would facilitate comparisons with social norms outside of the study sample.

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APPENDIX A

604 E Michener Park
51 Avenue and 122 Street
Edmonton, Alberta
T6H 5AI

October 25, 1978

Dear

Since assuming my present position as Sports Consultant with Alberta Recreation, Parks and Wildlife, I have become sensitive to the administration problems and issues that confront the volunteer administrator on the provincial sport governing body.

Volunteers, like yourselves, are the backbone of amateur sport. Your work is especially valuable to the development of amateur sport in Alberta, for without the hours of preparation and planning that you and your colleagues donate to your sport, its growth and future would certainly be in question.

Traditionally, there has been only limited interest and concern for the volunteer working with the provincial sport governing body. In fact, there is very little information in Canada that considers the subject of amateur sport administrators in any detail.

It is my firm belief, that if the people who spend their time administering amateur sport receive the appropriate training and the recognition they deserve, we will be able to improve the status and the delivery of amateur sport in the province. Before we can hope to improve we must know more about you, the amateur sport administrator - why do you contribute your time, what were your past experiences, and what are your ambitions? As a result, I have developed a questionnaire that is designed to help structure a general profile of the people who serve in the different administrative positions on provincial sport governing bodies. It is hoped that from this information, I will be able to better identify the needs of amateur sport associations. If we can create situations or events, such as the Sport Administrators Workshop, that will help the volunteer organize his own time and the activities of his association more effectively, everyone associated with the sport will benefit.

I would greatly appreciate it if you would complete the questionnaire and return it to me in the enclosed, self-addressed envelope. I look forward to your response.

Yours faithfully,

Ian R. Haslam.

Ian R. Haslam
Sports Consultant
Sports and Fitness

slf
Enclosure

INSTRUCTIONS

1. The questionnaire should take approximately 15 minutes to complete.

2. It is divided into two sections. Please answer all the questions in each section.

3. Section One deals with your personal background. Please be as accurate as possible.

4. The statements in Section Two are designed to measure your personal feelings about a variety of situations in your everyday life. Although very few questions are directly applicable to your specific involvement with your sport association, they will assist me in identifying the needs of amateur sport administrators.

5. The extent of your agreement or disagreement with each statement should be in terms of how you personally feel rather than what you think you should like or how you think you should feel.

6. This is not a test and, therefore, there are no right or wrong answers.

7. It would be greatly appreciated if you would return the completed questionnaire at your earliest convenience to:

Mr. Ian R. Haslam
604 E Michener Park
51 Avenue and 122 Street
Edmonton, Alberta
T6H 5A1

SECTION ONE

General Information

This section deals with your personal background. Please be as accurate as possible.

1. What was your age at your last birthday? __________ years

2. What is your sex? ________ Male __________ Female

3. What is the name of your sport association? ____________________

____

4. What is your present administrative position on the executive of your Provincial Association?

President	____________
Secretary/Treasurer	____________
Technical Director	____________
Other	____________

5. Are any of your immediate family actively involved in any capacity at any level in your sport?

Yes ________

No ________

If Yes, please indicate which member of your immediate family:

Husband	______
Wife	______
Daughter	______
Son	______

6. Have you ever been previously involved in your sport other than in an administrative capacity?

Yes ______

No ______

If Yes, please indicate in which capacity:

Athlete	______
Coach	______
Official	______
Other	______

SECTION TWO

Personal Attitudes

Section Two considts of forty nine statements. Please indicate the extent of your agreement or disagreement with each statement by circling the number which most represents your feelings. Where:

1	2	3	4
STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE

1. I like independence and liberty more than any other feeling 1 2 3 4
2. I like to keep my letters and other papers neatly arranged and filed. 1 2 3 4
3. I like to give my time and energy to those persons who need it. 1 2 3 4
4. I feel that I would like to be able to control social situations. 1 2 3 4
5. I like to follow instructions and do what is expected of me. 1 2 3 4
6. I feel I set difficult goals for myself. 1 2 3 4
7. I enjoy being with my friends. 1 2 3 4
8. I like to accept social invitations rather than stay at home. 1 2 3 4
9. I like to have all the written work I do precise and well organized. 1 2 3 4
10. I feel I can better manipulate my organization by chairing the meetings. 1 2 3 4
11. I feel very satisfied when I have successfully accomplished a demanding task. 1 2 3 4
12. I feel I am easily moved by the misfortune of others. 1 2 3 4
13. I like to accept suggestions rather than work things out on my own. 1 2 3 4

1	2	3	4
STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE

14. I feel I do not like my decisions influenced by someone else. 1 2 3 4

15. I like to work hard at a job rather than idly spending my time. 1 2 3 4

16. I feel I am unable to do my best work when I have to work with someone. 1 2 3 4

17. I like the fellowship of others rather than being by myself. 1 2 3 4

18. I like to be punctual for all my meetings. 1 2 3 4

19. I like the sense of power that comes with being able to control the actions of others. 1 2 3 4

20. I feel I am a gentle and protective person. 1 2 3 4

21. I feel I usually consent to the wishes of my friends. 1 2 3 4

22. I feel I would be very unhappy when separated from someone for whom I care. 1 2 3 4

23. I feel I enjoy meeting people. 1 2 3 4

24. I like to be clear and exact when I talk to people. 1 2 3 4

25. I feel that I would rather influence others than have them influence me. 1 2 3 4

26. I like to conform to accepted customs in matters of conduct. 1 2 3 4

27. I feel that my self respect depends on my accomplishing a challenging task. 1 2 3 4

28. I like to go my own way regardless of the opinions of others. 1 2 3 4

29. I feel I usually direct the decision making in my association. 1 2 3 4

30. I feel I am capable of putting myself in the background and working for something I value. 1 2 3 4

31. I feel I ought to disregard the opinions of others when these opinions might restrict my freedom. 1 2 3 4

cont'd

1 STRONGLY DISAGREE	2 DISAGREE	3 AGREE	4 STRONGLY AGREE

32. I feel I take great pains not to hurt the feelings of someone close to me. 1 2 3 4

33. I have to have my life so arranged that it runs smoothly and without much change in my plans. 1 2 3 4

34. I feel there is no substitude for attempting to improve personal performance. 1 2 3 4

35. I feel bound by the loyalty I have for my friends. 1 2 3 4

36. I feel I am driven to greater efforts because I am ambitious. 1 2 3 4

37. I like to avoid situations where I would be responsible to someone else. 1 2 3 4

38. I feel it is important that people should attempt to make new acquaintances. 1 2 3 4

39. I like to organize and control the activities of my association. 1 2 3 4

40. I feel I would like to improve the situation of people who are sick or unfortunate. 1 2 3 4

41. I like to accept the opinions of people I respect. 1 2 3 4

42. I like to have my work organized and planned before beginning it. 1 2 3 4

43. I like to devise my own ways of solving problems. 1 2 3 4

44. I feel the spirit of competition in most of my activities. 1 2 3 4

45. I like to seek and follow advice. 1 2 3 4

46. I like to have the time of my meals planned in advance. 1 2 3 4

47. I feel I go out of my way to comfort people when they are unhappy. 1 2 3 4

48. I like to enjoy myself at parties and other social gatherings. 1 2 3 4

49. I like to have my viewpoint accepted rather than the viewpoint of someone else. 1 2 3 4